

Date: Sunday, February 11, 2007
From: Jeffrey Lewis, ATCS, CCR ATCT
To: Patricia Hardy, Supervisor, CCR ATCT
Subj: Preparations for LC OJT

Patricia:

Thanks for providing the hours today for self-study related to my LC OJT.

I think it is a good idea that I clearly communicate to you (and Jason) my progress, as well as my observations about the training materials. I am not wanting to "complain", so please do not read this as such; instead, please take this as a constructive but straight-forward assessment of what works and what needs improvement on the LC training materials I have been provided.

A few weeks ago, Ken Hougey gave me a stack, roughly thirty pages high, labeled "Chapter 4, Local Control". I have thoroughly read not only these pages but the hundreds of pages of required reading he listed on pages 3-5, including substantial portions of the 7110.65, numerous LOAs and CCR Orders, and other reference materials. As a byproduct of my effort I produced five pages of condensed notes, item-by-item, of the key content to be learned (please see attached). I still do have some questions (mostly owing to missing training materials) but, by and large, given my twenty years ATC experience and prior certification at four FAA towers, I am very comfortable that I can score well on the LC test when Ken provides it to me.

It must be noted that, while some of the content of "Chapter 4, Local Control" is very good (and would have been quite helpful earlier, when I self-studied for FD/CD and GC), there are many deficiencies, including:

- The chapter needs considerable finishing. For example, duplicate copies of the final pages were included and I ended up spending an hour trying to re-number them into the most logical sequence of materials. In all honesty, I suspect there may be additional content that was accidentally left out. Additionally, the copy Ken provided had been marked up with a red crayon to show edits for the next version...and many of these were illegible and confusing.
- Some of the required reading on the three-page list could not be located. Most significantly, I could not find a copy of the CCR ATCT & SUU RAPCON LOA (more on this later). Also, there were sections of the 7110.65 possibly referenced in error; one example, I was supposed to read 9-3-1 thru 9-3-9, but most of these subsections do not exist and the content of those that do exist appears almost completely irrelevant to our CCR operation.
- I was surprised to find no training reference or materials on key topics I had encountered at all previous FAA facilities, including:
 - Visual Approaches (not included, but available in 7110.65)
 - Contact Approaches (not included, but available in 7110.65)
 - LC Radar Display operating instructions (not included, also not available in the many binders in the tower cab)

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- The LOA with our IFR facility... CCR ATCT & SUU RAPCON LOA (not included, yet referenced in dozens of parts of my training materials; this document is critically necessary not just for my training, but for the day-to-day operation of the facility (doesn't FAA ORDER 7210.3U para. 2-1-3 and para. 2-1-4 mandate that this document be made readily accessible to the operating position? I found it had been removed from three different reference binders in the tower cab.)

Anyway, I hope you can appreciate that, while I have learned the material I was required to study, the learning process was made far more difficult by the incomplete condition of the materials I was provided. I appreciate the effort Ken Hougey has put into these materials, but it is unfortunate that we as a facility have not followed through to complete our training materials. It is critical that we get this important task done, especially if we receive a new trainee in the coming months.

Thank you.

Jeff

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Date: Tuesday, February 13, 2007
From: Jeffrey Lewis, ATCS, CCR ATCT
To: Patricia Hardy, Supervisor, CCR ATCT
Subj: My written statement for the Report of Investigation

Patricia:

As a follow-up to our Accountability Board interview, I submit this statement. Please forward this as my preliminary statement for the Investigative Document.

I feel I am in a hostile work environment, and have felt that way since my arrival in October. I have been previously certified in four comparable towers, and I have had familiarity with the workforce dynamics in a number of other comparable ATC facilities. I have never seen a facility as dysfunctional and hostile for all involved. I repeat, for all involved; not just me, but for everyone.

At the start of the interview, you gave me a copy of a Hotline printout you had received 2/7/07 which claims that an unnamed Caucasian "constantly makes racial comments concerning African-Americans" and had entered the control room and said aloud "are you keeping the nigger down." These two statements do not apply to me. You also advised you have interviewed four of my coworkers who have claimed I have used the n-word racial slur. I have made no disparaging remarks.

This matter is extremely sensitive to me as, evidently, it is to the rest of the facility. As evidence, if you look at the Hotline printout, you will note there is a larger issue of "desperate work conditions" and management ineptitude which has nothing to do with the unnamed Caucasian but is endemic to the facility. Please see the Hotline printout excerpt below, with emphasis added.

*"Caller said that it is evident that there is discrimination at the facility because management is aware of past comments and has done nothing. Caller said that the African-American employee was denied Article Seventeen duties after he prepared on his own time to learn duties. **Caller said that co-workers are disgusted at the desperate treatment at the facility.** Caller requested the Hotline's assistance in this matter."*

I now have absolutely no trust that you and Jason Ralph are capable of fairly handling the role of "Investigator" of this Accountability Board process. I will gladly answer any and all questions to aid an outside investigator, but I feel it is imperative that this investigation be conducted by someone from outside CCR ATCT, as per para 15f(3) of Order 1110.125A.

Again, please include this as my written statement for the Investigative Document, and please seek an outside investigator for whom I will gladly answer any and all questions.

Thank you.

Jeff

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Date: Sunday, February 11, 2007
From: Jeffrey Lewis, ATCS, CCR ATCT
To: Patricia Hardy, Supervisor, CCR ATCT
Subj: Misconduct Allegations, and a request

Patricia:

I am concerned about the memo you asked me to sign last Tuesday, at the end of my shift. As I explained to you then, my primary concern is with the first item on that memo, specifically the statement that "...an allegation of misconduct has been made against me, and the known specifics explained to me".

You will recall that, after I signed the memo (knowing that if I did not you would annotate it as my refusing to sign and imply I was uncooperative), I came back to your office and asked you to give me back the signed copy. You will also recall that, as part of my request, I offered to provide you with a written explanation of my concerns, including volunteering a written statement of the alleged incident (and details behind it) that may aid in the pending investigation. You will also recall that you twice refused to allow me to have the signed copy back.

Lastly, you will recall that I repeatedly expressed my concern that there is great ambiguity in the "...the known specifics explained to me..." statement, wherein my signature implies I have been told all specifics, yet I have no idea what "known specifics" have actually been alleged and thus what will be shared with others at higher investigative levels. Consider, how can I responsibly sign a statement which is effectively a blank-check for statements that have not been documented and thus lack accountability? Should I not at least be advised of the allegations in writing?

To resolve this problem I ask that you:

1. immediately return the signed copy to me (as previously requested);
2. provide me with a written document including all known specifics of the alleged misconduct allegation; and
3. provide me with copies of all performance notes, concerns, files, etc. which you and Jason Ralph have accumulated and might possibly in the future use in FAA actions you may take against me. By doing this you will be clearly communicating to me where your concerns about my performance are.

I ask for these files because I am sincerely concerned about an ongoing pattern of intimidation by and miscommunication from you and Jason. I am concerned about what, frankly, often feels like a hostile work environment. I'm not sure you and others realize, this is my chosen last FAA facility; I want to enjoy my final years in this ATC profession. I want CCR to be an exemplary ATC workplace, where we can all not only serve the local community, but also be proud of and thankful for the time we spend here, together. We all know we have many serious problems to correct here. I would like to help.

I hope you will honor my reasonable request.

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APPENDIX 2. WARNING SIGNALS OF POTENTIALLY VIOLENT BEHAVIOR

1. **PURPOSE.** This appendix describes warning signals for potentially violent behavior.

2. **BEHAVIOR.**

a. Certainly not everyone who demonstrates one or even several of these behaviors is potentially violent. As supervisors, you must exercise the best judgment in all of these situations. Common sense and concern for the safety of all individuals involved should be paramount in any decision you pursue.

b. Human behavior is unpredictable – we may never know what will “elicit” abnormal behavior in an individual. However, we do know that violent behavior rarely surfaces without warning. If a pattern becomes obvious to the extent that the work of the organization is being impacted, the Labor Relations Section of the Human Resource Management Division should be contacted, through the parent division for advice regarding intervention.

c. The following lists the most common characteristics identified by numerous authors and studies of violence in the workplace.

- (1) Non-communicative loner, with little or no social network.
- (2) Intimidation of others with implication(s) of harm.
- (3) Verbal and/or physical threats; harassing phone calls, etc.
- (4) Increasingly poor impulse control (hitting or striking a wall and/or person).
- (5) *Any* destructive behavior, even if minor (such as throwing a headset or tools, knocking over a trash can or desk, intentional damaging of Government equipment and/or furnishings, or smashing the time clock).
- (6) “Out of character” sudden changes in disposition, evasive or extremely hostile.
- (7) Disregard for the safety of coworkers.
- (8) Threatens to harm self or others (extreme or inappropriate criticism of others).
- (9) Noticeable changes in personal hygiene (low self-esteem).
- (10) Low threshold of tolerance of others.
- (11) Coworkers feel employee is capable of committing violent acts, comment on individual being “strange,” “wound too tight,” “a time bomb ready to go off.”
- (12) Consistently lies, exaggerates, overacts.
- (13) Repetitive anti-social acts (i.e., multiple arrests).
- (14) Extreme reaction to change, new policy, and/or procedures.
- (15) Moral righteousness and believing the agency is not following its rules and procedures.
- (16) Inflexible to hearing new ideas or suggestions, and may take them as criticism of their methods.
- (17) Receives minimally acceptable ratings.
- (18) Loss of interest with job with no viable options.
- (19) Feels frustrated or stymied in job.
- (20) Little or no job satisfaction.
- (21) Inability to take criticism of job performance, holding a grudge, especially against a supervisor; oftentimes verbalizing hope for something to happen to the person against whom the employee has the grudge.
- (22) Dramatic or sudden change in quality of work, work habits and performance (one extreme or another).

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- (23) Severe mood swings (i.e., angers easily, verbally abusive to co-workers).
- (24) Perceived office pressure/job stress.
- (25) Blames others for failure and disappointments.
- (26) Perceived unfairness, injustice or malice in others that is not warranted.
- (27) Domestic problems (marital stress or separation).
- (28) History of substance abuse.
- (29) Knowledge of prior or recent medical condition, treatment, and/or medication(s).
- (30) History of violent episodes or criminal acts. Talks about killings/violent acts in the past or as if planning.
- (31) Expression of extreme desperation over recent personal, marital, family, financial or personal problems.
- (32) History of violence towards females, animals, and/or children.
- (33) Fondness for violent movies/television shows.
- (34) Fascination with weapons.
- (35) Carrying a concealed weapon or flashing a weapon to test reactions.
- (36) Fascination with incidents of workplace violence.

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Federal Aviation Administration

Memorandum

Date: January 8, 2006

From: Air Traffic Manager, CCR ATCT

To: Andrew C. Papageorge

Subject: Record of Conversation

This memorandum documents our conversation regarding your performance on local control this morning and unacceptable conduct in the operational area.

I advised you, as I have with previous "Spot Corrections," that it is mandatory that you consistently and thoroughly scan the movement area to the maximum extent possible. This feedback is due to your failure to properly scan the runway in conjunction with your takeoff clearance to N7174N. Secondly, on two separate occasions, I instructed you to calm down because you were loud and visibly upset because you felt someone had deliberately changed your settings on the radar display.

After I left the cab, I heard you (from my office) again in an angry and vociferous tone. I returned to the cab and had to remove you from position to review your performance and again counsel you regarding your workplace conduct and professionalism.

You said you were upset due to the position checklist being relocated, the lost of your RACD preferences, and other issues that you were not willing to express, at this time.

I advised you not to let insignificant matters continually cause you to be inattentive to your duties or again violate workplace standards.


Jason Ralph

Acknowledge Receipt


Andrew Papageorge, CAC

Date: 1/8/07

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Date: Sunday, January 14, 2007
From: Jeffrey Lewis, ATCS, CCR ATCT
To: Andy Papageorge, ATCS, CCR ATCT
Subj: Jason Ralph memo to you re: your alleged behavior 1/8/07

Andy:

This memo is my record of what I observed in the tower cab last Monday morning, which precipitated a memo to you from the CCR ATCT manager, Jason Ralph. Please feel free to share this with anyone.

On that morning, before you arrived, Jason was visiting the tower cab. I took the opportunity to advise him of the problem we had observed the day before, specifically that the RACD settings had been erased which created a potential problem when we were busy with fairly heavy weekend traffic. In talking to Jason, I emphasized the need to ensure we were all adequately briefed about this equipment problem, and that it certainly was more important than the arbitrary "no food, no coffee in the cab" order he had just imposed days earlier. Later, when you arrived, you presented some of the same concerns to Jason using a voice that I felt was normal and non-threatening.

Jason defines his memo as a Record of Conversation (RoC) but, I will note, it is debatable whether it really is that. I have had experiences with Jason's RoC's and have found that, more often than not, they are an attempt to "document" what he perceives to be an incident, to create a narrow and inaccurate history that does not reflect reality but instead supports his personal agenda. For example, in his memo he stated he "*had to remove you from position*". Well, the reality is he did NOT have to remove you, he CHOSE to. I was working with you in the cab at the time and I saw no need for you to be removed; in fact, my immediate concern was that Jason's action would make you reasonably defensive and uptight for your entire shift, which would not aid us in our teamwork at CCR ATCT.

In his closing paragraph, Jason advised you against letting insignificant matters cause you to violate workplace standards. There is great irony in this statement, for this is exactly what Jason was doing that morning. He took an insignificant matter - you speaking loudly to be heard in normal conversation over a vacuum cleaner - and exaggerated it into a "problem", claiming you were angry and vociferous. Yes, you do have a loud voice, but we here at CCR ATCT are used to that. As for his claims of "anger", I sensed no anger whatsoever in what you were saying to us that morning; you were simply and reasonably expressing a concern about an ongoing problem at CCR ATCT that is Jason's responsibility to hear and rectify.

I hope this information will help clarify this matter, and I also hope Jason will soon relax more and not press on such insignificant matters.

Jeff

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U.S. Department
of Transportation
Federal Aviation
Administration

TTD 6-30-89 1/2
Memorandum 6.30-8

Subject: ACTION: The Policy

Date: June 30, 1989

From: Air Traffic Manager, TTD ATCT

Reply to
Attn. of:

To: All Personnel, TTD ATCT

It has been my policy as Manager to run this facility in accordance with the desires of the good people here that justify my job. This was being accomplished, I thought! Apparently all is not well in Happyville and all are not in accord with the current operation of the Facility.

Effective this day and until further advised we are a "Book Facility". This is not the kind of facility I care to be a part of and I can guarantee it will not be as much fun for me to come to work, but I will persevere. To those of you that have been so cooperative and supportive of the facility policies todate I sincerely thank you and greatly appreciate your support.

The new policy includes:

Showing up on time. If approved tardiness; annual leave will be used to the nearest 15 minute increment. Unapproved tardiness; Absence Without Leave may be charged to the nearest minute (AWOL, NO PAY).

When you enter the facility to begin your shift the steel cell door slams behind you and stays closed for eight hours, forty hours a week. At the end of your eight hours you are paroled until your next scheduled shift. Please assure that it does not become necessary for the Warden to unlock the cell door upon your release.

The Warden will now occasionally do something he pledged never to do; drop by on the evening shift to assure things are running properly and that there have been no escapes from the facility prior to the scheduled parole time.

All breaks including lunch away from the operating position shall be to an area where you can be immediately called back to work. No breaks away from the facility are authorized.

The current Local Familiarization program requiring CIC approval as outlined in TTD TWR ORDER 7232.1C 5.c.(8) is rescinded until further advised.

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The CIC shall be responsible for assuring no distractions - to the best of his ability - occur in the work quarters. Basically only necessary personnel shall be in the working area.

Reading or related activities shall not occur while signed on a position of operation.

TV's shall not be allowed in the Tower Cab.

The radio may be retained and used at the discretion of the Local Controller if played at a level that does not interfere with two-way communications.

The Brite IV shall be operating at ALL times during the hours of facility operation.

All requests for absence or tardiness shall be referred to the Facility Manager/Warden when he is occupying space in the facility.

All absences away from the facility shall be properly documented with the appropriate leave or AWOL (NO PAY) to the nearest minute.

July Refresher Training will include some pages direct from the FAA Handbook which I suggest you review thoroughly. Please remember that the FAA Handbook is available for your use and there is a responsibility for you to become familiar with it.

Facility minimum staffing level is three per day (0650, 1000, 1410) without Warden's prior approval. This will be included in the facility operating order sometime after we are computer equipped and literate.

John M. Mollinet
John M. Mollinet

GF			JL	CX	RM
KK					

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