U.S. Department of Transportation
Federal Aviation Administration

THE Connection

Evaluation
TQM
Planning

A Publication by the Office of Appraisal
Executive Director for Acquisition and Safety Oversight
Volume 4, No. 2, 1993

SUMMER

FYI

TOTAL QUALITY MANAGEMENT STAFF

AXQ-3 staff invites all to come browse through their library of quality related books, periodicals, training materials, video tapes, etc. All items are available to check out and the staff will also assist you in your search for any item. The library is located in room 929 of the headquarters building, FOB 10A. However, AXQ-3 and the library is temporarily located in room 512. If you have any questions or concerns, please direct them to Pat Bosco, AXQ-3, (202) 267-9889.

Continued on page 2.

INSIDE

Analytical Tool Box 2
AXQ Awards Ceremony 3
Ethics in Evaluation 3
Welcome and Congratulations 4
Quality Measures Network 4
BBS Update 5
FAA Strategic Plan 6
Aviation Medicine Evaluation 8

ASU Logistics Evaluation Workshop

by **Kris Kjos, ASU-100**

The Management, Plans, and Evaluations Division of the Associate Administrator for Contracting and Quality Assurance hosted a Logistics Evaluation Workshop. The workshop was held February 16-19, 1993, at the Center for Management Development in Palm Coast, Florida for the regional, center, and headquarters Logistics evaluation officers.

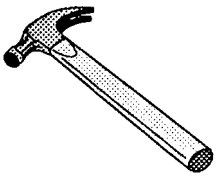
Front Row: David Sallas, Kris Kjos, Jim Ziemba
Second Row: Ginny Mortensen, Maureen Duffy, Marion Carlson, Pilar Madera, Carole Musgrave, Carol Driscoll, Richard Heironimus
Third Row: Ellen Parker, Jim Stephens, Jim Kimball, Clay Deaton, Wayne Hudson, Dick Clevenger, Marcie Thomas, Hank Skalski, Bob Armstrong, Clif Stone

Continued on page 6.

Tools from the Analytical Tool Box

by Carol Dieterle, AXQ-30

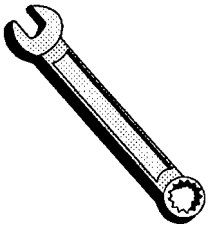
THE DELPHI TECHNIQUE



The Delphi Technique was developed in the early '50's to obtain group opinions about urgent national defense problems. The method is named "Delphi" in honor of the oracle of Apollo because the technique is used to predict future needs.

The method provides for an impersonal, anonymous setting in which opinions can be voiced without physically bringing in the experts. Convergence of group consensus is gained through questionnaires. The Delphi Techniques assures the modification of ideas on the basis of reason rather than the bandwagon of popular (or loudest) opinion.

DO'S AND DON'TS



Use the Delphi Technique to gain consensus opinion on future-oriented questions and when a panel of experts are physically remote from each other. The method is also useful in pinpointing controversies and assumptions without forcing public statements of position or belief.

The Delphi Technique is not appropriate when participants can't deal with "blank paper" and need some type of projection to get started. And the method is not for brainstorming-it is a consensus technique.

KEY STEPS

(1) Design a questionnaire. Solicit expert opinion on potential or future "things." The goal is to elicit relatively brief statements regarding expected major developments.

(2) Design a second questionnaire. The second questionnaire should present the first set of group views to all members. Use a rating scale to see where members are on each viewpoint offered.

Continued on page 7.

FYI

Evaluation/TQM/Planning Discussion Paper

A discussion paper on integrating evaluation with planning and TQM was distributed to the Administrator's Management Team members on June 14, 1993. It was developed by a national work group sponsored by the Office of Appraisal.

The team leader was Linda Krause (AVN-12) and team members included Dick Cullen (AHT-20), Chuck Dennis (APO-120), Carol Dieterle (AXQ-30), Ron Fischer (ATH-110.2), Larry Guidry (ATH-110.2), Norma Saafir (AXQ-30), Judy Shifrin (ACE-41), Doug Southwick (ASW-100), Chuck Stan (APO-120), and Paul Twohig (AHR-10).

Making the Connection for Management Effectiveness explores issues of common interest to professionals associated with program evaluation, TQM, and planning. If you would like a copy of this discussion paper, please contact The Office of Appraisal at (202) 267-9969.

THE Connection — Evaluation, TQM, Planning

Published quarterly by the Office of Appraisal, AXQ-30, to foster communication and highlight success stories. Contribution of articles, story ideas, and photos is encouraged.

Editor-in-Chief: *Beverly Daniel*
Managing Editor: *Carol Dieterle*
Co-editor & Design: *Wilnette Cook*
Telephone: FTS (202) 267-9969
TQM Correspondent: *Steve Unthank*
Planning Correspondent: *Mike Lee*

Many thanks to our contributors.

AXQ-1's National Issue Team Award Ceremony

The Acting Executive Director for Acquisition and Safety Oversight held an award ceremony June 2, 1993, at headquarters for participants on the AXQ National Issue Team. Team members of two national work groups produced the first *Evaluation Professionals Resource Guide.*

Team members were tasked by AXQ-1 to examine national evaluation policy concerns expressed at. a '92 Evaluation Officers Conference. After months of meetings, fact finding, data gathering, and finalizing details, the teams produced the *Evaluation Professionals Resource Guide.* This guide will assist professionals in structuring evaluation positions, appraising job performance, and preparing individual development plans. The team also produced a summary of knowledge, skills, and abilities and a list of evaluation and evaluation-related training available. Finally, the team compiled a bibliography of useful references for performing evaluations. The guide has already been distributed to over 500 requesters.

Awards were presented to group leaders and team members by Beverly Daniel, Director, Office of Appraisal. Special thanks and appreciation were extended to John Romaine, AXQ-30, for his coordination and support to a team effort. Award recipients are listed below:

Model Evaluation Officer Position Description & Standards Work Group

Linda Corp, AWP-42
Pat Bosco, AXQ-3
Sid Bowen, AWP-405
Carol Bralski, ACT-4
David Genter, ACE-41
Susan Greco, AGL-60
Frank Elbertson, ACT-4
Beth Pasquale, AFS-111

Evaluation Training Needs Assessment Work Group

Gayle Christianson, AAM-110
Carmen Carrion, ASF-11
Wilnette Cook, AXQ-30
Dick Fossier, AWP-10
Mae Lapane, AAM-110
Bruce Morgnet, AXQ-30
Dave Sallas, ASU-110

Above, middle: Linda Corp, team leader for the Model Evaluation Officer Position Description & Standards work group.

Above, right: Gayle Christianson, team leader for the Evaluation Training Needs Assessment work group. On behalf of Darlene Freeman, Acting AXQ-1, awards were presented by Beverly Daniel, Director of Appraisal.

Ethics in Evaluation

As evaluators, we are bounded by ethics on two different levels. First, we are constantly required to identify what's right and what's wrong in any given program which we may be evaluating. And secondly, we must ensure that are own actions are ethical.

In the first plane, a model may help to determine whether an act or policy is right or wrong. Here's one that you might find useful:

(1) Gather data (facts surrounding the act or policy.)
(2) Does the act or policy:
- Provide optimum satisfaction?
- Respect the rights of all?
- Conform to current law?

(3) When the answers to the above are:
- All no--the act or policy is probably wrong (not ethical).
- All yes-the act or policy is probably right (ethical).
- No/Yes mixed-Ask the following: Are overwhelming factors present? Is one criteria exceptionally important?

If you hadn't already recognized the difficulty in determining what's right and what's wrong, working through the above model will give you an appreciation of the fact that there are no quick and easy answers. There are always many factors to consider and each must be carefully weighed before a judgment is made.

As evaluators, we must be self-enforcing in our own code of conduct. Some of our own ethics include:

- Exercise due care. Do a professional job.
- Respect confidentiality. Restrict access to "need to know."
- Avoid the appearance of a conflict of interest.
- Willing comply with the rules--and this includes the "spirit of the law."
- Act in good faith in negotiations--be upfront and honest.
- Respect human well being.

Congratulations to Josie Clark!

Josie Clark is the newly designated evaluation contact for the Office of Public Affairs. A member of the APA's program management staff, Josie came to this job from the Aviation Education staff when the function was transferred to AHT. As an aviation education specialist, she spent 2-1/2 years handling a variety of responsibilities, including editing and updating publications and helping to establish FAA's Aviation Education Resource Centers nationwide. A newcomer to formal evaluation activities, Josie looks forward to enrolling in the Introduction to Evaluation Course held at CMD. Her supervisor, Jerry Lavey states, "Josie is a natural for evaluation. She instinctively asks, *'why?'* and 'How can we do this better?' She will help APA management focus on the importance of program evaluation and provide a needed information resource on how to get the job done properly."

QUALITY MEASURES NETWORK

by Mike Zirik

A number of Quality Coordinators, in coordination with AXQ3, are establishing a focal point for information on measurement in the quality arena. The focal point is called the Quality Measures Network. It will be a resource for methodologies, formulas, sources of expertise and experience, as well as any other relevant data and documentation concerning measurement in quality initiatives.

The idea of the Network came out of discussions during the National TQM Conference held in March 1993. Since "measurement" is one of the bedrocks of any quality effort, it was decided that a focal point for information on the subject could benefit the FAA.

The Network also plans to periodically provide articles for ***The Connection*** dealing with various aspects of measurement.

The Network is made up of the following employees:

John Madden, AAL-40
(907) 271-5299

Cecil Smith, AMC-400
(405) 954-5060

Dave Genter, ACE-41
(816) 426-5976

Tom Bryan, ASD-10
(202) 287-8557

Pat Bosco, AXQ-3
(202) 267-9889

Michael Zurik, AEA-40A
(718) 553-0214

The current contact point for the Network is Michael Zurik, Total Quality Improvement Specialist, Eastern Region.

Please feel free to contribute to the Quality Measures Network by sending your experiences, information, article or other measurement data to:

Michael Zurik
Total Quality Improvement Specialist
Federal Aviation Administration
Fitzgerald Federal Building
JFK Airport
AEA-40A
Jamaica, NY 11430

Logistics Evaluation Workshop

Continued from page 1.

Many of the 14 Logistics evaluation officers met for the first time and enjoyed sharing information with their counterparts from other FAA Logistics organizations. With a great deal of enthusiasm and energy, the workshop participants identified many challenging goals for the meeting. Five issues were selected for immediate action. Breakout teams discussed these areas:

(1) communications

- Improve networking/communications among all Logistics evaluation officers.

(2) Tracking

- Explore the benefits/disadvantages of evaluation teams as consultants vs. enforcers for compliance.
- Discuss benefits/disadvantages of using automated means to track report findings vs. paper files.
- Discuss having both tracked and nontracked findings in reports.

(3) Duplication

- Avoid duplications between the National and the regional and center evaluations.

(4) Distribution

- How can information from AXQ-30 and other FAA offices be distributed more effectively to the regional andcenter Logistics evaluation officers (andvice-versa)?
- How can all Logistics evaluation officers share information contained in their reports with each other?

(5) Order

- Develop a plan to update FAA Order 1800.35, Evaluation of Logistics Functions.

The Logistics evaluation officers have already implemented ten of the individual action items identified by the breakout teams. Some areas required more time to develop a solution and were addressed in work groups. The accomplishments since the workshop include:

Continued on page 8.

AXQ-30 Bulletin Board Update

ROUND THE CLOCK INFORMATION

by Mike Lee, APO-120

CC:Mail...Netmail...Echomail! What's in the mail? Well, get prepared for a new bulletin board feature, Netmail and Echomail. What is Netmail, you ask? The GT Netmail System is an add-on product for GT Power, the software which drives the FAA headquarters BBS. It allows GT host mode systems (BBSes) to send messages from one to another over dial-up phone lines, unattended, in the middle of the night. Alternative long distance carriers, such as PC Pursuit (SprintNet), are also supported and can be used whenever possible to control cost.

Individual bulletin boards, like the FAA headquarters BBS, are connected to "Hubs" which collect and concentrate message traffic, enabling fewer phone calls to be made and a greater amount of message traffic to be passed with each call. Our "Hub" is located in Virginia and it places calls to the FAA headquarters BBS at approximately 1:20 a.m. each morning to deliver and pick up

Continued on page 8.

FAA Strategic Plan

by Michael Lee, APO-120

The Executive Board is currently revising Chapter 6 of the FAA Strategic Plan, Management of the Agency. The strategic planning philosophy can be summarized as "developing new ways of doing better with less." The FAA is challenged to modernize and expand the aviation system to meet the needs of the **1990's** and beyond while managing effectively in the face of dwindling resources and increasing demand for services.

The FAA must increase its effectiveness in planning, budget, and decision making to achieve the following strategies. These strategies can be viewed as management principles FAA will use to increase service and agency responsiveness, increase efficiency, and decrease costs while increasing quality.

INCREASE SERVICE AND AGENCY RESPONSIVENESS: FAA will ensure the safe use of the National Airspace System.

- ***Customer Focus***
- ***Products and Services***
- ***Accountability***

INCREASE EFFICIENCY AND DECREASE COSTS: FAA will produce appropriate products and services without waste, unnecessary cost, or delay.

- ***Personal Responsibility***
- ***Know the Real Costs***
- ***Reward Cost Reduction***
- ***Accurate, Accessible Information***
- ***Strong Support***

INCREASE QUALITY: FAA will ensure that quality products and services are delivered to our customers.

- ***Planning Is Central***
- ***Organizational Structure***
- ***Learning Organization***
- ***Mission Driven***
- ***Hire and Develop Committed Managers***
- ***Assign Finite Tasks***
- ***Involve Our Work Force***

INCREASE EFFECTIVENESS OF DECISION MAKING: The responsibility for decision making is often unclear. As a result, decisions are often delayed and pushed to higher and higher levels. The following strategies, outlined below, address these issues and serve to guide decision making within the FAA.

- ***Delegation***
- ***Authority***
- ***Consultation***
- ***Respond Rapidly***
- ***Decisions Final***

INTRODUCTION TO EVALUATION

COURSE NO. 01552

Fiscal Year 1994

October 4-9, 1993
April 11-15, 1994
May 23-27, 1994
June 20-24, 1994

Note: Classes are scheduled to be held at CMD, however, it is not a CMD class. This class is sponsored by AXQ-30 & AHD-200. The classes are regionally sponsored, but organizationally funded. For further information, call Wilnette Cook at (202) 267-3607.

Leadership

eadership—

It's not about what you want or what you need or how you feel or what's comfortable for you or what fits your personality profile.

n fact, leadership is not about you at all.

eadership is about **IT—**

your organization,
your group,
your project.

eadership is about understanding **IT—**

knowing how IT works,
knowing **what's** missing,
knowing what needs to happen next and having the courage and skill to do what IT needs to have done.

Barry Osborn

Power & Systems, Inc., 1993

Analytical Tool Box

continued from page 1.

KEY STEPS

3) Collect and tabulate data. Identify consensus.

(4) Design third (and final) questionnaire. This instrument provides feedback on the consensus and gives participants an opportunity to either join the consensus or contribute minority opinions and state their reason for not joining the consensus.

(5) Analyze the data. Show convergence of opinion and document significant divergent opinions

THE PRO'S AND CON'S

The Delphi Technique falls somewhere between a forecast, with interrelationships that have not yet been examined, and a mathematical model, with internal consistency that is demonstrable. The end result is both a predictive answer and an indication of conviction. Used within an organization, the Delphi can uncover breakthroughs in new ideas and techniques, solve long-term planning problems, and generally impinge on all the issues of the managerial process.

Conversely, the method will not work if the group members are not genuinely interested in solving the problem. A single panelist performing in a perfunctory manner can create distortions.

FOR ADDITIONAL INFORMATION:

Figuring Things Out by Ron Zemke and Thomas Kramlinger published by Addison-Wesley Publishing Company, Inc.

OFFICE OF APPRAISAL TELEPHONE NUMBERS

Beverly Daniel, Director, 267-7485
Doreatha Boston, Secretary, 267-9969
Wilnette Cook, 267-3607
Carol Dieterle, 267-9129
Bruce Morgret, 267-8976
Carrie Reilly, 267-3242
John Romaine, 267-7486
Norma Saafir, 267-7298

TEMPORARY RELOCATION OF TQM STAFF

From mid August to late September, the HQ's Special Assistant for TQM and staff will be relocated to room 512 on the 5th floor. You can reach the TQM staff at current numbers.

Ted Criswell, Special Assistant for TQM, 267-7925
Steve Unthank, 267-7916
Lessie Dorse, 267-7447
Pat Bosco, 267-9889

Making Evaluation Count

by Beverly Daniel, AXQ-30

"... in an era in which the limited resources of the Federal Government are stretched to the breaking point, the most serious weakness in evaluation may the instinct of the evaluator, particularly the internal evaluator, to apply input measures rather than to find out if the activity under evaluation is actually accomplishing anything."

Elliot Richardson, one of our most respected and experienced public servants, made this observation a couple of years ago. He could have said it last week and been even more on target.

As we struggle to balance our budgetary needs against our funding realities, these questions will be raised over and over again.

- Do we really need to do this?
- Is this activity worthwhile?
- What's the payoff, and is it worth the cost?

Every good manager is looking for ways to trim costs and eliminate unnecessary activities. Every executive is asking if we have functions we can safely discontinue in order to maintain essential functions. Evaluation earns its place on the list of essential functions by providing objective answers to their questions.

Have you asked yourself the same questions about evaluations? The opportunities to assure a resounding "yes" are unlimited. The challenge is to become an essential tool for answering these questions.

"We go through life constantly surrounded by opportunities cleverly disguised as problems"

Anonymous

Aviation Medicine Program Evaluation Professionals Sharpen Skills

by Mae Lapane, AAM10

This spring, Aviation Medicine professionals had some great opportunities to increase their program evaluation effectiveness through formal training and a l-day seminar which focused on upper management program evaluation issues.

The May 22-26 CMD "Introduction to' Evaluation" course was tailored specifically for the Office of Aviation Medicine. Twenty-four Aviation Medicine employees participated in this course representing regions, headquarters, and the Civil Aeromedical Institute. Beginning with Beverly Daniel's excellent opening presentation, the class was a real learning experience.

Another highlight for this class was the address by the Federal Air Surgeon, Dr. Jon Jordon, who spoke to the group through a 2-way audio hookup. The culmination of the week occurred when Mark Adams, Plans and Evaluation Branch Manager, addressed the group on the last day of the class. The exchange provided for immediate feedback from the participants. Mr. Adams announced at that time that the Office of Aviation Medicine would have a followup seminar aimed at upper management at the next Federal Air Surgeon's Management Team (FASMT) meeting.

An FASMT meeting in April included a l-day seminar on evaluation, Robert Laessig, Ph.D., Drexel University, discussed:

- Program Evaluation and its place in FAA.
- Program Evaluation in the management process,
- Reasons and uses for Program Evaluation or "Why bother?"
- Managerial decision making as a basis for the Program Evaluation process.
- The process of Program Evaluation,
- Reporting requirements.
- What it takes to make it work.

Continued on page 9.

AXQ-30 Bulletin Board

continued from page 5.

message traffic. Central hubs, known as "Continental Hubs," facilitate the flow of message traffic to/from different parts of the country and the world. These "Continental Hubs" act as store and forward sites for their designated sections of the country.

Netmail is the mechanism that allows communications to be directly addressed to a particular destination system and person, which may be on the other side of the world. Netmail is inherently one to one. Echomail, on the other hand, is one to many. You may address messages to any person, or to all persons, but any system which "subscribes" to an Echomail conference will be able to get your message. In effect, Echomail allows the duplication of conferences across many systems and is called Echomail because of the action the mail takes upon reaching the "sponsor" system—it echoes back to all the subscriber systems!

With the initiation of GT Netmail and Echomail, a whole new world of message exchange is now taking place on the FAA headquarters BBS. Be sure to look for the additional Echomail Message Conferences we will be adding from time to time.

Logistics Evaluation workshop

continued from page 5

- Establishment of a CC:Mail network for all Logistics evaluation officers.

- Monthly scheduled telcons for all Logistics evaluation officers.

- Improved relationships with regional and center administrative evaluation officers, ensuring information exchange and preventing any distribution problems.

- Initiation of report distribution from regional and center evaluation officers to headquarters program offices.

- Continued design and enhancement of the Evaluation Action Reporting System used to track all report findings. This automated system will soon be offered to all Logistics evaluation officers for local tracking needs.

- Rewrite of FAA Order 1800.35, Evaluation of Logistics Functions (Workgroup in process).

- Standardization of all Logistics evaluation checklists (Workgroup in process). Workgroup is considering having ASU-100/ASM-700 certify all regional and center evaluation programs.

- Relay of evaluation news from AXQ-30, ASU-100, and ASM-700 to the Logistics evaluation officer's network by ASU-110.

- Establishment of the Logistics Internal Reports Tracking System to track key aspects of special appraisals or "internal' evaluations conducted by regions/centers/headquarters Logistics evaluation officers, for the purpose of sharing ideas, checklists, etc.

The Logistics evaluation officers have met their initial goals of the workshop and are pleased with the continuing progress. Just knowing "we are not alone" has opened up whole new avenues of communication. Plans are already underway for next year.

Aviation Medicine

continued from page 8

The Federal Air Surgeon continues to hear positive feedback on the CMD course and on Dr. Laessig's seminar. The Office of Aviation Medicine believes that both were very beneficial. The successes were largely attributed to good instruction and the shared learning among Aviation Medicine employees in an environment designed to meet their unique needs. Aviation Medicine hopes that other organizations will have an opportunity to do the same.

> There is always an easy solution to every human problem—neat, plausible, and wrong.
>
> H.L. Mencken

*U.S. G.P.O.: 1993-343-273/80226

Logistics Evaluation workshop

continued from page 5

- Establishment of a CC:Mail network for all Logistics evaluation officers.

- Monthly scheduled telcons for all Logistics evaluation officers.

- Improved relationships with regional and center administrative evaluation officers, ensuring information exchange and preventing any distribution problems.

- Initiation of report distribution from regional and center evaluation officers to headquarters program offices.

- Continued design and enhancement of the Evaluation Action Reporting System used to track all report findings. This automated system will soon be offered to all Logistics evaluation officers for local tracking needs.

- Rewrite of FAA Order 1800.35, Evaluation of Logistics Functions (Workgroup in process).

- Standardization of all Logistics evaluation checklists (Workgroup in process). Workgroup is considering having ASU-100/ASM-700 certify all regional and center evaluation programs.

- Relay of evaluation news from AXQ-30, ASU-100, and ASM-700 to the Logistics evaluation officer's network by ASU-110.

- Establishment of the Logistics Internal Reports Tracking System to track key aspects of special appraisals or "internal' evaluations conducted by regions/centers/headquarters Logistics evaluation officers, for the purpose of sharing ideas, checklists, etc.

The Logistics evaluation officers have met their initial goals of the workshop and are pleased with the continuing progress. Just knowing "we are not alone" has opened up whole new avenues of communication. Plans are already underway for next year.

Aviation Medicine

continued from page 8

The Federal Air Surgeon continues to hear positive feedback on the CMD course and on Dr. Laessig's seminar. The Office of Aviation Medicine believes that both were very beneficial. The successes were largely attributed to good instruction and the shared learning among Aviation Medicine employees in an environment designed to meet their unique needs. Aviation Medicine hopes that other organizations will have an opportunity to do the same.

> There is always an easy solution to every human problem—neat, plausible, and wrong.
>
> H.L. Mencken

*U.S. G.P.O.: 1993-343-273/80226

Logistics Evaluation workshop

continued from page 5

- Establishment of a **CC:Mail** network for all Logistics evaluation officers.

- Monthly scheduled **telcons** for all Logistics evaluation officers.

- Improved relationships with regional and center administrative evaluation officers, ensuring information exchange and preventing any distribution problems.

- Initiation of report distribution from regional and center evaluation officers to headquarters program offices.

- Continued design and enhancement of the Evaluation Action Reporting System used to track all report findings. This automated system will soon be offered to all Logistics evaluation officers for local tracking needs.

- Rewrite of FAA Order **1800.35**, Evaluation of Logistics Functions (Workgroup in process).

- Standardization of all Logistics evaluation checklists (Workgroup in process). Workgroup is considering having **ASU-100/ASM-700** certify all regional and center evaluation programs.

- Relay of evaluation news from **AXQ-30**, **ASU-100**, and **ASM-700** to the Logistics evaluation officer's network by **ASU-110**.

- Establishment of the Logistics Internal Reports Tracking System to track key aspects of special appraisals or "internal' evaluations conducted by regions/centers/headquarters Logistics evaluation officers, for the purpose of sharing ideas, checklists, etc.

The Logistics evaluation officers have met their initial goals of the workshop and are pleased with the continuing progress. Just knowing "we are not alone" has opened up whole new avenues of communication. Plans are already underway for next year.

Aviation Medicine

continued from page 8

The Federal Air Surgeon continues to hear positive feedback on the **CMD** course and on Dr. **Laessig's** seminar. The Office of Aviation Medicine believes that both were very beneficial. The successes were largely attributed to good instruction and the shared learning among Aviation Medicine employees in an environment designed to meet their unique needs. Aviation Medicine hopes that other organizations will have an opportunity to do the same.

> There is always an easy solution to every human problem—neat, plausible, and wrong.
>
> H.L. Mencken

*U.S. G.P.O.: 1993-343-273/80226