

## **Sarwar (Sam) Samad**

***NATCA Airports National Representative***  
***NATCA Western Pacific (EWP) Local President***

### ***Summary of Experience***

I have over 30 years of extensive professional experience with a wide variety of prestigious programs that had a total estimated cost in excess of \$1 billion. I have had broad leadership, management, administrative, union and legislative experiences. I have proven leadership skills and a record of accomplishments. During course of my career, I have worked with major organizations and internationally renowned experts. I have held many positions of great responsibilities including positions in senior management.

I have more than 20 years of professional and leadership experience working in and with the Federal Aviation Administration (FAA) in implementing National Airspace System (NAS) Upgrades. As a manager, I was involved in the performance of various critical duties. This has provided me with the different perspectives and insights on the FAA's mission of others, and given me a broad overall knowledge of the culture of the Agency. During this period, I was heavily involved in mission-critical activities. I closely worked with all levels of FAA management in two major Western-Pacific (AWP) organizations, Airports and Air Traffic, as well as airport sponsors, and external organizations, to implement NAS Upgrades. In all aspects of my career, I build relationships and work towards achieving mutual goals by removing cross-organizational barriers.

During the past few years, I have evaluated the impact of numerous changes that have been made to working conditions, and have sought sensible approaches where there has been controversy. I have also had a role in evaluating issues concerning Workforce Realignment, this year's computer Security Breach, Staffing, the Safety Management System (SMS), Airspace Analysis and Policy Guidance for Airport Certification and Safety Inspectors. I believe I have significantly improved the channels of communications between the Union, FAA Management and legislators with my skills and experience, and my understanding of the union's obligation to its workforce, the FAA and flying public.

As a core member of the NATCA EWP Region X Legislative Committee, I promoted relationships with Congressional leaders in both Houses, which further increased NATCA's image. I enthusiastically campaigned for President Barack Obama and the Democratic Party during this historic election. I widely publicized then Presidential candidate Obama's multimedia video message of support for our union, which generated many votes from our bargaining unit employees.

My academic background has contributed to my successful endeavors, as have my many leadership experiences. I have a Master of Science Degree in Engineering and Business Administration from the University of California at Berkeley. I am one of only 700 certified cost engineers in the world, and have published over 10 papers in management and engineering journals. My publications relating to the FAA have contributed significantly to the public's understanding of the FAA's mission and programs. My cost management certification has helped me in the grant management program, in particular. I am the current Chairman for the Association of Cost Management's (AACE-I) Aviation and Aerospace Committee. I am also the Association's past Director, and the past Chairman of its Planning and Scheduling Committee. I am a Fellow of the American Society of Civil Engineers (ASCE), which is the Society's highest engineering honor. I am listed in the International Who's Who of Professionals for my significant contributions in engineering and management. I work with the American Association of Airport Executives (AAAE) and the Airports Council International (ACI), to educate them about Airports' Organizations, and the NATCA bargaining units.

I have given many professional presentations and lectures. I have received many letters of appreciation and awards from the Fortune 100 companies and professional organizations, as well as from the FAA. My noteworthy contributions have benefited the Aviation Community and the FAA.

I have previously held management positions in the private sector, and have many years of professional experience. I have a high level of commitment to public service. The breadth of my experience - leadership, management, administrative, union and legislative- makes me uniquely qualified to serve in any leadership capacity.

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### ***Education***

*Master of Science, Civil Engineering and Business Administration, 1982*  
University of California, Berkeley, California.

*Bachelor of Engineering, Civil Engineering, 1974.*  
Osmania University, Hyderabad, India.

*Certified Cost Engineer, 1996.*

AACE International, Association for the Advancement of Cost Management (AACE-I).

AACE-I is a highly respected cost management organization accredited by engineering and scientific boards and is consortium of about 25 cost management societies worldwide.

*Guest Lecturer:* University of California, Berkeley.

*Technical Reviewer,* Engineering and Management Journals.

*Presentations:* Have given talks and presentations at various professional conventions.

*Publications:* Published and presented over 10 papers and Professional Practice Guide that consists of 1200 pages of text available on a Compact Disk (CD).

### ***Professional Affiliations***

*Fellow,* American Society of Civil Engineers (ASCE)

*Chairman,* Aerospace & Aviation Committee, AACE-I

*Past Director,* AACE-I

*Past Chairman,* Planning and Scheduling Committee, AACE-I.

*Past Member,* American Society for Public Administration (ASPA).

*Past Member,* Project Management Institute (PMI).

*Past Member,* National Registry of Environmental Professionals (NREP).

### ***Political Activism***

I enjoy working in the political world. I considerate it to be one of my highest forms of service when I can facilitate understanding. In conjunction with our many union concerns, I have established and fostered grass root relationships with Congressional leaders in both Houses, and their staffs, and worked with them in both their District and Washington offices. I have increased our Agency's and the Union's visibility at the National level of government as vital partners in the Aviation industry. I personally worked with staffers and legislators from both Congressional bodies to extend the FAA Reauthorization Act, which retained funding for our Airport Improvement Program (AIP) programs, and reduced the possibility of employee furloughs. I provided them with key information on the injustices of the imposed work rules (IWRs) and the proposed Engineering Services Efficiency Plan (ESEP) workforce realignment, as well as how Title 49 might be modified to improve the collective bargaining process.

I became very active early on, with the Honorable Maxine Waters office in particular, in finding fault with the ESEP. As a direct result, H.R. 2881, the FAA Reauthorization Act of 2007, was amended to include language that would prevent the FAA from consolidating its regional workforce without Congressional oversight and public input from requested stakeholders. Although the battle is still being fought, the principles and spirit of the “Maxine Waters Amendment” remain current, and are included in the most recent Reauthorization Bill, H.R. 915.

### ***Leadership Style***

During past five years, I have worked with NATCA in various capacities such as Airports Regional Representative, Western-Pacific (EWP) Local Vice President, Airports National Representative, EWP Local President and Legislative Lead. I am honored to represent the NATCA workforce as the Airports National Representative and as the EWP Local President, both of which I am serving in second consecutive terms. I have strong interpersonal skills, and work effectively with people at all levels, both inside and outside of the organization.

I emphasize teamwork, participation, open communications and congeniality. I have much hands-on experience in team leadership. I have helped create and maintain a positive and supportive work environment for everyone by supporting initiatives such as Diversity Awareness, and by actively involving all concerned parties when decisions must be made.

I do not keep a 40-hour workweek. When the need is there, I am available 24/7. I am always mindful of the trust that others have placed in me. My family has a strong tradition of civil leadership, and I have close personal models to live up to. I truly believe that fairness, above all, is the best policy in all human endeavors.

### ***Awards***

In addition to the awards I have received from within the FAA, I have received many letters of appreciation and awards from Fortune 100 companies, such as Raytheon, DMJM and GTE, and from professional organizations, such as the American Society of Civil Engineers, the Association for the Advancement of Cost Management, and the American Society for Public Administration.

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### ***Employment History and Accomplishments***

*9/1997 to Present:* Federal Aviation Administration, Western-Pacific Region, Airports Division, Los Angeles.

*Current Positions:* Airports Program Manager, NATCA Airports National Representative and the Western-Pacific Local President.

As an NATCA Airports National Representative and the Western-Pacific Local President, I am responsible for over 500 Bargaining Unit Employees (BUEs) nationwide in the nine FAA Regions. I work tirelessly to prepare proposals, resolve difficult issues and promote the union’s point of view, while achieving our goals. I establish cross-organization teams, workgroups, and work in partnership with management. I have been unable to achieve all the goals I have sought for NATCA’s BUEs, but I have always made our concerns very visible to all parties. I have improved channels of communication with management. I was able to facilitate ratification of the Multi-unit contract, such that the expiration date of the current contract for Airports and the Multi-units was moved forward a year. This put our Multi-unit BUEs in a better position to sooner take advantage of the improved contracts we may expect with the new administration. As mentioned before, my communications with legislative officials

promoted NATCA's visibility in both houses of Congress. There is strong bipartisan responsiveness to our concerns.

I have spent a lot of time building relationships with managers and legislators. There is a political shift going on in favor of NATCA's bargaining units, particularly where we can show that win/win agreements are possible.

My accomplishments include resolution of many BUE issues pertaining to contract violations, unfair working conditions, workspace safety, training, telecommuting, equipment needs and the development of internal standards and procedures.

As an Airports program manager and professional, I have performed many critical duties. I have had particular successes in the Airport Improvement Program (AIP) Grant Management, the Passenger Facility Charge (PFC) program, the Runway Safety Area program, the Airport Compliance program, Airports Planning and Development, Airport Noise and Environmental Assessments, Safety, Standards, Internal Audits. I have also taken the lead for the Union in staffing studies, as well as new initiatives such as the Safety Management System (SMS).

*Past Positions:* Airports Program Manager, Airport Planner and Program Specialist.

*Past Collateral Duties:*

*EEO Counselor, Civil Rights Office:* I worked conscientiously to support fairness in the workplace.

*Key Worker, Combined Federal Campaign (CFC):* Promoted worker awareness of the many channels available for charitable contributions.

*Co-Chair, Inter-Disciplinary Team (IDT):* Responsible for integrating FAA Lines of Business such as, Airports, Air Traffic, Flight Standards into an overall terminal area plan. Example: identified the need for 3<sup>rd</sup> Runway for the Phoenix Sky Harbor Airport, which has increased airport capacity and reduces delays.

*Workgroup Member, Facility Review committee (FRC):* Supported Regional Administrator and Division Managers to resolve mission related issues that concerns politically sensitive and controversial projects. Operational Evolution Plan (OEP) for Los Angeles International Airport (LAX).

*Airport Division's Representative on the Regional Airspace and Procedures Team (RAPT):* Responsible for maintaining an effective level of coordination among all Lines of Business with respect to new or modified flight procedures and related airspace matters.

4/30/90 – 09/13/97: Technical Support Services Contract (TSSC) For the FAA – Raytheon/DMJM, Los Angeles.

*Positions:* Manager/Program Manager, Project/Resident Engineer

Over the course of more than 8 years, while working as a manager at Raytheon, AWP, I managed numerous Congressionally mandated National Airspace System (NAS) programs with an estimated cost of over \$50 million. The programs were time sensitive and critical to the FAA. I implemented creative cost control methods to complete the work on time and within budget, despite funding limitations and schedule restraints. I completed programs/projects successfully, and saved over \$1 million while achieving the FAA's goals. Among these were automation, weather, navigation and landing, surveillance, facilities and mission-support projects. I provided leadership by planning, organizing and managing multi-disciplinary teams of Airports professionals, engineers and support personnel and over 30 contractors. I planned and managed a multi-million dollar budget. I effectively implemented Equal Employment Opportunity and Affirmative Action policies. Fifty percent of the contracts I managed were awarded to businesses owned by the disadvantaged or minorities parties.

1974 – 1990: I worked with major organizations such as GTE, Morrison-Knudsen, and International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), a United Nations Organization, supported by 17 countries and 27 Organizations of the world. I advanced through numerous positions of increased responsibilities

including positions in senior management. During this period, I worked on a wide variety of prestigious programs, including the implementation of our nation's first telecommunications fiber optic network, and world headquarters of the ICRISAT's research center.