

## On the Road With 'Air Bear'

Some bears hibernate for the winter, but not Air Bear, the furry aviation advocate who showed up recently at the Prince George's County Employees Day Care Center.

Air Bear, played by Michelle Yarborough of FAA Headquarters Office of Public Affairs, sparked the interest of the youngsters in the Upper Marlboro, MD, facility.

Maybe these children will be some of the pilots, aircraft mechanics and air traffic controllers of the future. Certainly, they'll have a better understanding of civil aviation.

The aviation mascot is the idea of Janice Draper of the Illinois Division of Aeronautics. Air Bear has been adopted by FAA, which is expanding the program across the country in cooperation with the National Association of State Aviation Officials.

"Project Air Bear" won NASAO's national award for the most innovative state program. It promotes aviation awareness among preschoolers and kindergarten children.



January 9, 1990



U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

# Headquarters Intercom

## Revolutionizing Air Traffic Control Globe Girdling First: A Glimpse at 1990's Technology

When a team of government and industry engineers, for the first time, monitored and tracked an around-the-world flight while maintaining continuous digital communication — updated every 15 seconds — it was a glimpse into the future of air traffic control.

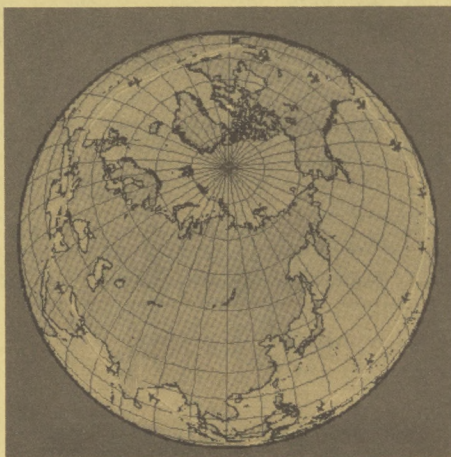
It happened in late November and early December when an Air Force C-135C transport plane left Andrews Air Force Base on a 12-day globe girdling flight. The flight was completed on December 3.

Called "Transtac '90," the joint effort by the DOT, Air Force, FAA and numerous high-tech industries evaluated commercial satellite-based, two-way digital communications and track monitoring.

Transtac '90 provided a valuable demonstration of the automatic dependent surveillance (ADS) program for controlling air traffic over large ocean expanses that are beyond the coverage of land-based radar.

Here's how ADS' satellite communication technology is revolutionizing air traffic control. The current oceanic air traffic control system depends on

turn to **Revolutionizing** on page 4



This world map shows the route of the Air Force transport aircraft. It departed Andrews Air Force Base in late November for a 12-day, around-the-globe flight.

**Dull Sounding, But....** "Facilitator" sounds like a dull word, but FAAers who claim this title are a lively bunch involved in some spirited discussions.

Turn to page 6 to find out more about what they do and how to sign up to become one.

**New Name.** Central Flow Control, ATO-120, has a new name. The sixth-floor Headquarters facility, which monitors air traffic nationwide, is now the Air Traffic System Command Center.

**Moving On.** Fred Gilmore retired from FAA December 29 after 32 years of government service.

Gilmore, who ended his agency ca-

## Highlights

reer as director of the Logistics Service, ALG-1, spent two years in the Army Corps of Engineers at Ft. Belvoir, VA, before taking positions at the old Northwest Region and FAA Headquarters.

Gilmore held a number of engineering positions with Airway Facilities before taking the Logistics Service director job in 1982.

He plans to return to the mechanical field in his next career.

**New Logistics Chief.** Carolyn Blum has been selected by FAA Administrator James Busey as the agency's new director of the Logistics Service.

Blum, who took over ALG-1 responsibilities on January 1, replaces Fred Gilmore who retired at the end of 1989.

Blum joined the FAA in 1987 as the Logistics Service's deputy director.

turn to **Highlights** on page 2

## Highlights *from page 1*

She is a graduate of American University, Washington, DC, with a degree in business administration.

Blum began her government career in 1968 at the NASA/Goddard Space Flight Center in NASA's professional intern program.

In 1974, she joined the DOT in the Office of the Secretary as a procurement analyst.

12 **20th Anniversary.** The number of people adversely affected by aircraft noise continues to shrink as FAA remembers an aviation milestone – the 20th anniversary of the aircraft noise rule.

The first aircraft manufacture noise rule, Part 36 of the Federal Aviation Regulations, was issued on November 3, 1969, and became effective December 1 two decades ago.

About a year later, the International Civil Aviation Organization followed FAA's lead.

FAA's Office of Environment and Energy (AEE) recently celebrated the anniversary and points to less noisy skies in the future.

Despite unprecedented aviation growth during the past two decades, less noisy aircraft have succeeded in making that growth more acceptable to the public, says James Densmore, AEE's director.

In 1969, an estimated 7.5 million people were adversely affected by aircraft noise. That number has shrunk to 3.4 million today. By the end of the century, that number will dwindle to about one million as the U.S. airline fleet must then meet "Stage 3" noise requirements.

When first issued, anti-noise regulations only applied to new turbojets and large propeller aircraft.

In the intervening years, its coverage widened to include derivative and modified aircraft, light props, helicopters and even the supersonic Concorde.

The original 1969 noise level requirements, "Stage 2," were lowered in 1976.

These newer "Stage 3" noise levels

## A New Twist to a Controversial Law *Procurement Integrity Provisions Put On Hold*

A controversial law that sharply reduces the ability of hundreds of FAAers – and other federal workers – from accepting jobs in private industry after they leave the FAA has been put on hold for a year.

The law, which became effective July 16, 1989, prompted the retirement of some top-level managers from the FAA and throughout the federal government. It contains strong provisions prohibiting federal contracting officers from moving to private firms that do business with federal agencies.

Beginning December 1, these "procurement integrity" provisions were put in the deep freeze for a one-year period.

In November, President Bush signed another law, the Ethics Reform Act of 1989, which contained language that essentially declares that the procurement integrity provisions "shall have no force or effect" during the year-long period. However, the provisions were in force from July 16 to November 30, 1989.

Since this latest twist adds confusion to the situation, specific questions on the law should be directed to the Chief Counsel's Office and assistant counsel offices at FAA's regions and centers.

are the basis worldwide for airplane design and production.

Currently, nearly all aircraft of 75,000 pounds or more must comply with Stage 2 or Stage 3 noise requirements before they can land and takeoff at U.S. airports.

<sup>SN</sup>  
**First at Fort Worth.** Alliance Airport, the first industrial airport in the country incorporating air, rail and highway connections, was officially opened in Fort Worth, TX, during early December.

American Airlines made the first commercial landing at the site with a Boeing 757 carrying FAA, state and local officials.

Don Watson, FAA Southwest Regional Administrator, praised the teamwork that went into making the project a success.

"Alliance Airport is very appropriately named. This achievement could only be realized by the cooperation of all the parties," Watson said.

Created by legislation sponsored by former House Speaker Jim Wright, the \$35 million airport was funded by FAA on land donated by industrialist Ross Perot, Jr.

Three tenants have announced projects to be built at the airport: American Airlines will build a \$400 million maintenance facility; Atchison, Topeka and Santa Fe Railroad has started a Honda automobile distribution center; and the Drug Enforcement Administration will house 90 of its aircraft at Alliance.

<sup>24AE</sup>  
**Shaky Software.** When FAAers who come up with ways to improve airway facilities equipment and air traffic operational software get together for their next workshop this spring, they hope they don't develop the software shakes.

The last time FAA's 40 configuration management coordinators put their heads together, they reviewed ways to

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boost software effectiveness amid one of Mother Nature's rare rages.

The new version of DOCCON, the name of the software used in configuration management, became operational recently, although the preliminary work had begun months ago.

During last October's DOCCON users group workshop, coordinators were gathered at the Golden Gate Airway Facilities Sector Office in Hayward, CA, to approve the software improvements when the city was shaken by the devastating earthquake.

Workshop participants "rolled with the punches" and tried to trade in their World Series tee shirts for "I survived the Great Quake of '89" apparel.

Several group members volunteered their professional expertise to Golden Gate AFS management. Wayne Olson, a civil engineer from Western-Pacific Regional Office, assisted in FAA facilities inspections. Phil Radzickowski, ASE-220, received a letter of appreciation for offering his services as a structural engineer.

Project manager Paul Johnson, who had been involved in picking the San Francisco area for the workshop, doesn't yet know the location for the group's upcoming spring meeting. He is leaning away from the Golden Gate city, however.

**CMD Chief Retires.** J. William Newman, who kicked off his aviation career in 1952 as a U.S. Air Force air traffic controller, retired at the end of December.

Newman was the manager of FAA's Center for Management Development, Palm Coast, FL, a post he has held since shortly before CMD moved south in 1987 from Lawton, OK.

CMD chief was one of numerous FAA positions Newman held throughout his 36 years of public service.

Newman was credited with estab-



Clarence Bryant, ASE-110, and Paul Johnson, ASE-220, show off a San Francisco tee shirt - a reminder of their quake-jolted computer software conference.

lishing a strategic plan for CMD through the year 2000, developing closer ties with industry and academic experts, revising basic courses, updating training technology and satellite delivery systems and spearheading several major projects including CMD accreditation by the Commission on Occupational Education Institutions of the Southern Association of Colleges and Schools.

Newman and his wife, Eleanor, are returning to Georgia, their home state.

**Fighting Illegal Drugs.** Drug testing began in December for key commercial aviation safety- and security-related employees under the FAA's drug abuse prevention program.

The goal is a safe and drug-free aviation industry workforce.

All Part 121 airline operators and Part 135 operators with 51 or more covered employees began urinalysis testing on December 18. Smaller operators under Part 135 and Part 135 (c) will begin their testing programs in late 1990 and early 1991.

By 1991 the entire domestic aviation industry, except for corporate and private aircraft operations, will come under the drug testing program.

The primary deterrent of the anti-drug effort centers around unannounced random testing. Affected

aviation employers, however, must also test safety- and security-related employees prior to employment, periodically, after an accident and for reasonable cause.

Also, tests must be performed on employees who tested positive and then completed a rehabilitation program before they can return to duty in a sensitive safety- or security-related function.

Testing will be for the five types of controlled substances most commonly used among the general population: marijuana, cocaine, opiates, phencyclidine (PCP) and amphetamines. Affected operators are barred from employing an individual in a security or safety position if the employee tests positive for any of the controlled substances.

**Drug Conferences.** The DOT is holding special conferences across the country to help the transportation industry conduct newly mandated drug testing for workers having safety- and security-related jobs.

"We hope to be able to provide guidance and practical advice through these meetings during this critical phase when large companies are starting testing and the small companies are gearing up to start," DOT Secretary Sam Skinner said at the first conference held in Washington, DC, in December.

Others were held in Los Angeles and New Orleans, with additional conferences set for Chicago, January 18-19; Boston, January 30-31; Denver, February 7-8; and Dallas, February 22-23.

**No Double Pay.** Legislation authorizing dual compensation for 75 to 100 reemployed air traffic control specialist annuitants expired December 31.

A provision, in effect since October 2, 1982, allowed FAA to pay certain reemployed annuitants both their full salary and full annuity up to the federal pay cap.

It was designed to help supplement the controller workforce following the 1981 controller strike.

*continued on next page*

## Revolutionizing Air Traffic Control



Dr. Frank Hassler, standing, of DOT's Transportation System Center in Cambridge, MA, explains to Air Force and high-tech industry leaders how the center's INTRANSIT facility served as the command and control center for satellite tracking and geographic information display as the military transport jet circled the globe.

*continued from page 1*

verbal reporting by pilots every hour. That's essentially a manual and procedural process. It requires large aircraft separation distances and often forces aircraft to operate on less-than-optimal routes.

The current system has an excellent safety record, but increases in international air travel have placed added demands on the system.

Beginning this year, FAA plans to install a new oceanic display and planning system -- called ODAPS -- at the Oakland and New York air route traffic control centers.

These two centers will support transoceanic flights over millions of square miles of the Pacific and Atlantic. This new system will include flight data processing and a computer-generated situation display.

In 1992, FAA plans to add real time aircraft position reporting by using ADS' satellite technology.

In 1993, the agency is scheduled to add direct communication links between pilots and controllers.

The system aims to boost aviation safety over lengthy water routes by allowing controllers to detect navigation errors of aircraft that deviate from their assigned flight plans because of programming mistakes.

The direct pilot-controller communications link will reduce "loop errors" -- misunderstandings or delays in communications between pilots and controllers.

To increase efficiency, an automated conflict probe tool will allow controllers to verify traffic situations several hours in advance and may allow controllers to grant more fuel-efficient direct routes.

The new oceanic air traffic control system may also allow controllers to reduce aircraft separation distances while maintaining safety and increasing the number of aircraft that can use the most preferred routes.

### HIGHLIGHTS *from previous page*

Congress had included this provision in FAA's appropriation each year since the strike but dropped it at the end of 1989.

**Less Paperwork.** One of DOT's largest single paperwork reductions kicked off in December.

The Department now allows airlines to replace their paper systems for filing passenger fare tariffs with DOT for international flights with a more cost-effective automated electronic system.

The electronic change is expected to save airlines more than \$6 million annually, allow them to make fare changes more quickly in response to market conditions and eliminate 245,000 pages of paper a year.

Airlines had been filing tariffs electronically on a trial basis, in addition to paper filings, since last July.

**AIDS in the 1990s.** Scientists estimate that as many as 1 million to 1.5 million people are currently infected with the AIDS virus. Most are 20 to 50 years old, appear healthy today and are active members of the workforce.

By 1992, as many as 365,000 of these people will have been diagnosed with AIDS. In that year alone, as many as 66,000 people will die of AIDS.

**Report Fraud.** In its campaign against wasteful and illegal practices, the DOT Inspector General is urging FAAers and all DOT employees to report fraud, waste, theft and abuse to its hotline.

An incentive program allows monetary awards of up to \$10,000 to employees whose information results in significant cost savings.

Employees may remain anonymous, and the information given is kept confidential.

To reach the Inspector General's Hotline, call the following numbers:

Toll Free: 1-800-424-9071  
Washington, DC  
(202) 366-1461

Information can also be sent to:

Office of Inspector General  
U.S. Department of Transportation  
PO Box 23178  
Washington, DC 20026-0178

## Healthbeat

**Glaucoma tests.** January is National Eye Health Care Month and a good time to check your sight.

FAA Headquarters is offering a simple, painless screening test, called tonometry, to detect glaucoma.

Call the third-floor clinic to make an appointment for screenings through *January 22*. Any questions about the program? Call Sam Hart, x77964.

Glaucoma strikes an estimated two million people yearly without pain or other obvious symptoms.

It is the second major cause of blindness and attacks people in the prime of their life, often hitting those 35 years old and older.

## People

**Smooth talkers.** The FAA Toastmasters Club honored some of its smooth talkers at its annual awards luncheon in December.

Winning recognition were:

**Toastmaster of the Year  
and  
Best Table Topics Speaker**

*Ray Kelly*  
Advanced Air Traffic Control Concepts  
Branch, ADS-120  
Advanced System Design Service

**Best Speaker of the Year  
and  
Most Improved Speaker**

*Patricia Reed*  
National Transportation Safety Board

**Best Evaluator of the Year**

*David Hobbs*  
International Operations Branch, AIA-127  
Office of International Aviation

## Flightplan

**Fashion show.** The National Black Coalition of Federal Aviation Employees (NBCFAE) presents a fashion show and dinner on *Sunday, January 14*, at the Andrews Air Force Base Officers Club.

The event runs from 4 to 9 p.m. Coalition members are selling tickets.

## Facilitators Help continued from back page

sessions, as well as help plan and ensure that conferences and retreats run smoothly.

Three years ago, FAA Headquarters had 18 facilitators. Currently 26 are enrolled in the three-year-old Facilitator Intern Training Program sponsored by the Human Resource Management Division.

During the first year of this program, interns receive extensive training in facilitator techniques.

Although second-year interns can provide services to their own organizations, first-year interns work outside of their organizations -- an approach that allows them to develop their skills in a non-threatening environment.

A unique feature -- using "mentors" -- was introduced to the intern training program last year. Second-year interns served as resource people or "mentors" to first-year interns.

*Gilbert Shade receives an on-the-spot award from Alphonso Barr, ALG Industrial Division manager, for outstanding facilitator support. Looking on are ALGers Harry Adams and recently retired Fred Gilmore.*

*Margarete Berrios is presented an on-the-spot award from Alphonso Barr for her outstanding work as a facilitator. Also congratulating Margarete are Fred Gilmore and Tim Booth.*



*Jim Ayres, a first-year facilitator intern gets advice from his mentor, Moira Eisele.*



*Judy Branting receives a Special Achievement Award from Robert Brown, APS-1, for conducting teambuilding retreats and numerous survey and feedback sessions throughout the Program Engineering Service. She has also facilitated many APS management meetings. Also congratulating Judy is APS deputy director Alvin Thomas.*



## 'Facilitators' Help To Solve Problems

Talking About Things Supervisors and Managers Rarely Discuss

Need help running a meeting, getting employees to speak up or solving nagging problems among employees and managers?

The FAA Headquarters facilitator program can help.

Don't let the dull sound of "facilitator" give the wrong impression.

They are a professional group trained to aid managers in making their offices more productive and team-oriented.

When managers received the results of the employee survey last year, many facilitators were called into action.

Nineteen of them, specially trained in survey feedback assistance, logged



Taking a break from a quarterly mentor session are facilitators Paul Johnson, Anthony Piotrowski, Marcia Corey, Milt Forrest, Judy Branting, Ben Castellano, Margarete Berrios, Sandra Angel, Gilbert Shade, Eileen Lee, Carol Hugh, Glenda Barnes, Howard Vaughn, Jim Ayres, Moira Eisele and former Facilitator Intern Training Program manager Margaret Powell.

more than 247 hours by guiding sessions that tackled the survey results and aimed to make changes in the way offices operate.

Having a hard time running meetings? Facilitators can assist. They help clarify the meeting's ground rules, de-

fine its objectives, establish an agenda and deal with group conflict.

Also, they can assist with follow-up  
*turn to Facilitators on page 5*

## A Few Good Words

The facilitator program gets high marks from these managers, who have used it and say this about it:

*"I've used facilitators extensively since the 1984 employee survey and have been completely satisfied.*

*"During the last fiscal year, our division's goal was to have every person exposed to a teambuilding meeting with a facilitator.*

*"During the teambuilding meetings, they opened avenues to talk about things supervisors and managers would never discuss.*

*"If managers stay with the process, they'll get positive results."*

Alphonso Barr, manager  
Industrial Division, Logistics Service



Jack McGrath

*"This is a 'go' program. My experiences with facilitators have all been positive.*

*"Because of their training, facilitators are getting smarter and can lead managers down the road where they can get the product they want."*

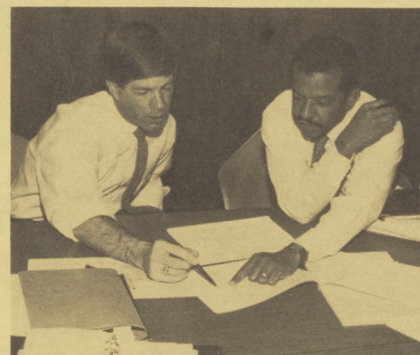
Jack McGrath, acting manager  
Aircraft Engineering Division  
Aircraft Certification Service

*"Just like personal computers, procedures and processes are management tools, so are facilitators.*

*"By using their services, managers can get employees together to address problems that they might not otherwise address.*

*"The program is very beneficial to the agency and should be part of the management organizational structure."*

Bob Brown, Director  
Program Engineering Service



Paul Johnson, second-year intern, reviews the individual development plan of Howard Vaughn, first-year intern.

## Interested in Joining?

The Human Resource Management Division, AHR-100, is recruiting new candidates for the Facilitator Intern Training Program during January and February.

One-hour briefings on the program are scheduled for:

→ Tuesday, January 23, 10 a.m.,  
FAA room 8C

→ Tuesday, February 6, 10 a.m.,  
FAA room 9A

→ Tuesday, February 13, 2 p.m.,  
FAA room 8A

For more information, contact Joan Guarino, AHR-104, x73884, Headquarters, room 516.

## More Advanced ASR-9 Radars Ordered

FAA has awarded a \$53.6 million contract to Westinghouse Electric Corp. of Linthicum, MD, for 14 additional airport surveillance radars -- ASR-9s.

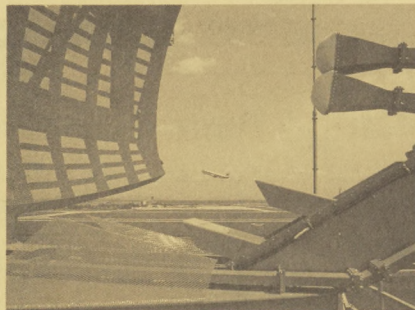
The agency ordered 109 of the new generation terminal radar systems from Westinghouse in September 1983 under a contract valued at \$405 million.

The first of these was dedicated at Huntsville, AL, in May 1989. The

equipment is currently being delivered at a rate of three per month to airport sites around the country replacing older radar systems.

Of the 14 new units, 11 are destined for FAA sites with the other three going to the Department of Defense. Deliveries will begin in early 1992.

One of the ASR-9's key features is  
*turn to ASR-9 on page 2*



High-tech ASR-9 radar monitors terminal area at Huntsville Airport in Alabama as jet lifts skyward.

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## Headquarters Intercom



DOT Secretary Sam Skinner and FAA Administrator James Busey congratulate Jay Kuehne, Karen Davis and Jim Davis at an awards ceremony.

### 'A Lot of Extra Effort'

#### Skinner Praises FAAers for Emergency Response

DOT Secretary Sam Skinner praised 15 DOT workers, including several FAAers, for their efforts during Hurricane Hugo and the northern California earthquake a month later.

They received letters of recognition and "Way To Go" pins.

At a ceremony in his office last month, Skinner lauded them for "a job well done" and their "extra effort" despite long hours.

"I know some of you didn't get any sleep for an extended period of time," Skinner said.

Skinner congratulated the FAA and Coast Guard on beating him to the

*turn to Hugo Awards on page 2*

**\$70,000 Fine Proposed.** The FAA has proposed a \$70,000 civil penalty against Delta Air Lines for operating an "unairworthy" jet in regular passenger service from Fresno, CA, to Los Angeles.

The agency has proposed to revoke all pilot certificates held by the captain responsible for the flight and the certificate of the aircraft dispatcher who

## Highlights

allowed the flight to continue despite a mechanical problem.

FAA said Delta flight 1575 departed Fresno on June 17, 1989, for Reno, NV, its scheduled destination, and then immediately diverted to Los Angeles where maintenance facilities were available to repair a malfunctioning rudder control system.

*turn to Highlights on page 2*

## Computer Thieves Take \$40,000-plus

### Tips To Make Offices Safer From Rip-Off Artists

Thefts of more than \$40,000 in computer equipment and telecommunications devices from FAA headquarters has prompted beefed-up security and a warning to watch out for rip-off artists.

The thefts, which occurred on the 5th and 7th floors from October through the end of 1989, included complete

*turn to Tips on page 5*



## Hugo Awards *continued from page 1*

scene. He said he thought he was one of the first to survey the "unbelievable devastation" after Hurricane Hugo slammed into the Caribbean Islands last September.

FAAers receiving honors from Skinner for their work following Hurricane Hugo were:

**Jim Davis**, manager

Aviation Command Center, ADA-30

*Organized efforts to airlift emergency supplies to Puerto Rico and the Virgin Islands, evacuate dependents and provide advances of funds and air fares.*

*A communications network was established to relocate families to temporary housing, obtain emergency supplies and equipment and provide transportation support around the clock.*

**Karen Davis**, personnel management specialist

Position and Pay Policy Division, APN-300

*Ensured that all personnel issues involving victims were handled quickly and uniformly so employees had answers to pay, benefits and leave questions. Provided counseling to field offices and affected employees.*

**Air Traffic System Command Center, ATO-120**

formerly Central Flow Control Facility

Jay Kuehne accepted the award for the group.

*The organization accommodated all priority flights to maximize restoration of essential services and medical relief while maintaining uninterrupted air traffic facilities.*

## ASR-9 *continued from page 1*

its use of separate channels for aircraft traffic and weather information. This allows weather conditions to be depicted on radar displays without obscuring aircraft targets.

ASR-9s can also detect small aircraft in severe ground clutter significantly better than previous terminal radar.

## Highlights *from page 1*

During taxi prior to takeoff, FAA said the Delta captain had requested authorization to hold in the run up area to checkout the rudder system and had spent 20-30 minutes on the ground performing various tests and checks in coordination with the company's Atlanta maintenance and dispatch facility in an unsuccessful effort to fix the problem.

FAA said the captain and the dispatcher then "devised a course of action to takeoff the aircraft from Fresno with a flight plan and dispatch release to Reno with no intent to fly to Reno but instead on takeoff to immediately di-

vert to Los Angeles because of the mechanical discrepancy...."

During the time the airplane was holding at Fresno, the crew did not communicate with the control tower. This, together with the unexplained diversion of the flight after takeoff, prompted FAA to treat the flight as a possible hijacking and give it special handling.

The Boeing 727 has three rudder control units, including the standby,

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and the aircraft minimum equipment list specifies that all three must be operative prior to takeoff. The malfunctioning unit on the aircraft involved in the incident was the "A" system, which powers the lower rudder; the "B" system powers the upper rudder. An inoperative system could cause control problems under such circumstances as landing during crosswind conditions.

FAA said Delta's operation of the aircraft in this unairworthy condition "was not only careless but reckless so as to endanger the lives and property of others."

**Keeping Competitive.** DOT Secretary Sam Skinner threw his support behind a recently released report that outlines ways to head off an expected U.S. shortage of engineers and scientists by the year 2000.

The report, "Changing America: The New Face of Science and Engineering," was published by the Congressionally mandated Task Force on Women, Minorities and the Handicapped in Science and Technology.

"Technological advances and increased productivity are of great significance to the Department as we develop our national transportation policy and look ahead to the next century for further progress in aviation, commercial space and the other technological areas to keep America competitive," Skinner said.

Members of the task force included Alvin Thomas, deputy director of FAA's Program Engineering Service, and Stephanie Lee-Miller, director of DOT's Office of Commercial Space Transportation.

The report covers major goals, one of which is to make sure that all children from all backgrounds have a quality education that includes mathematics and science and the opportunity to participate in the science and engineering workforce to their fullest potential.

In addition, the report calls for:

➔ Reform of pre-kindergarten through grade 12 math and science courses and increased efforts to expand the number and diversity of stu-

dents graduating in science and engineering.

→ The use of federal research and development funds to influence the nation's science and engineering effort.

→ The development of an accessible, equitable work environment that will attract young people to careers in science and engineering.

→ The encouragement of entertainment industry and mass media participation in reshaping popular attitudes toward science and engineering.

For copies of the report, call the task force at (202) 245-7477.

**Women in Aviation.** Jeana Yeager, who flew the *Voyager* aircraft along with Dick Rutan on its 116-hour, around-the-world flight in 1986, is one of several featured speakers at a conference on women in aviation at the end of March.

"Images of Women in Aviation: Fact vs. Fiction," is sponsored by Embry-Riddle Aeronautical University and the Arizona Humanities Council.

The conference is scheduled for Prescott, AZ, about 100 miles northwest of Phoenix on March 30-31.

For a registration form or additional information, write: Women in Aviation Conference, Embry-Riddle Aeronautical University, 3200 N. Willow Creek Road, Prescott, AZ 86301, or call (602) 776-3802.

**Focus on Air Traffic.** Watch for a special report on the future of air traffic control from the Institute of Electrical and Electronics Engineers, Inc. (IEEE), devoted to air traffic control.

Marty Pozesky, Associate Administrator for NAS Development, was invited to participate as guest editor and assembled a group of experts from government and industry to prepare papers on key issues.

This special issue gives examples of recent applications of technology to air traffic control or developments that will have significant impact in the near future.

The project began in January 1988, with final papers forwarded to IEEE in June 1989. The special issue, *Proceed-*

## Flight 5050 Hearing Set for February

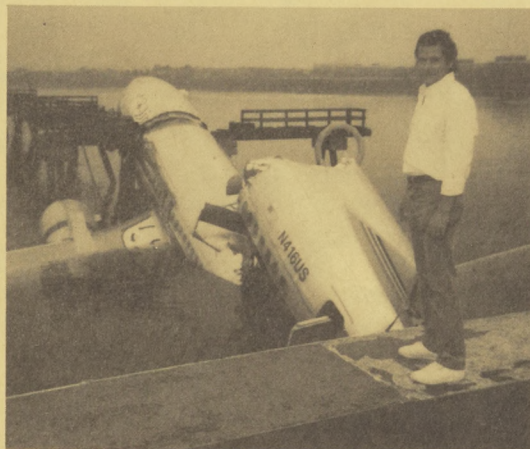
The National Transportation Safety Board will hold a public hearing beginning on Tuesday, February 13, into the fatal accident during an aborted takeoff by a USAir 737 at New York's LaGuardia Airport last September.

The hearing, expected to last four days, is scheduled for the New York Penta Hotel, 401 7th Avenue at 33rd Street, New York City, beginning at 9 a.m.

Shortly before midnight on September 20, 1989, USAir flight 5050 destined for Charlotte, NC, ran off the end of the runway and crashed into the East River after the crew attempted to abort its takeoff.

The plane's nose landed on top of a lighting pier, leaving most of the aircraft lying in water. Two passengers died in the accident.

The NTSB hearing will focus on several issues including cockpit crew training and coordination and the design and operation of the rudder trim system on the Boeing 737.



Airway facilities engineering technician Greg Greico surveys damage after USAir flight 5050 ran off LaGuardia's runway.

*ings of the IEEE - Special Issue on Air Traffic Control*, Volume 77, Issue 11, is expected to be published and distributed late this month.

For additional information, contact the Office of System Engineering and Program Management, ASE-120, FTS 267-3096.

**Whirlybird Record.** The Rotorheads, a group of helicopter pilots and businessmen in Orange County, CA, have set a new helicopter record by flying continuously for 50 hours and 50 seconds, the National Aeronautic Association reports.

The previous hovering record was set by the U.S. Navy in the late 1950s with a total of 47 hours.

Led by Doug Daigle, president of a Newport Beach chopper firm, four pilots used the oldest production helicopter in the United States - a 1947 Bell B model. The helicopter lifted off from Anaheim Stadium on December - under the supervision of the FAA,

NAA and Anaheim Fire Department.

Only one pilot was onboard at any one time. Pilots were changed every 3 to 4 hours by carefully hovering just above ground level while a fresh team member climbed aboard and took over flying chores. Refueling and other minor maintenance was handled the same way.

The record-setting flight was part of an effort that raised more than \$200,000 for a medical clinic.

**Human-Powered Flight.** A group of students at California Polytechnic State University in San Luis Obispo, CA, achieved the first human-powered helicopter flight, an event that has been certified by the National Aeronautic Association.

The December 10 flight, technically described as a "hover," lasted 6.8 seconds.

The project was known as the "Da Vinci Human Powered Helicopter  
more Highlights on page 4

## An Electrical Engineering Whiz

### John Swihart Picked as 'Engineer of the Year'

He will be honored, along with top engineers from 35 other federal agencies, during an NSPE dinner next month near Washington, DC.

Swihart also represents the FAA as a nominee in the nationwide competition for "Federal Engineer of the Year for 1990." The recipient, selected from the 35 engineers, will be announced at the February ceremony.

Swihart's achievement comes as no surprise to his managers and coworkers. He has long been recognized within the FAA and industry as one of the foremost technical experts in electrical systems engineering. Some of his engineering responsibilities have included resolving issues related to high energy radio frequency and managing FAA's effort on health and usage monitoring systems.

When the FAA instituted an aggressive program to standardize procedures for compliance with aircraft certification regulations in June 1982, Swihart was responsible for spearheading that effort for the rotorcraft community. He not only authored portions of the material but coordinated the entire engineering team effort, resulting in comprehensive, internationally recognized advisory circulars for certification of normal and transport category rotorcraft.

Swihart graduated from the University of Oklahoma with a degree in electrical engineering and holds an MBA from the University of North Texas. His fluency in German has been an asset in his involvement in international rotorcraft certification activities with foreign airworthiness authorities.

Swihart and his wife, Mary, have four children and four grandchildren. He also is actively involved in his church. For 10 years he was a scout master and counselor for the Boy Scouts.

This is the 11th year the NSPE has conducted a program to recognize the contributions of outstanding engineers employed in the federal government. Nominations are solicited nationwide from federal agencies employing a substantial number of engineers.

John Swihart, an aerospace engineer in the Aircraft Certification Service's rotorcraft directorate, Fort Worth, has been named "Engineer of the Year" from the FAA, an award sponsored by the National Society of Professional Engineers (NSPE).

## Highlights from page 3

Project." The vehicle, the *Da Vinci III* was the culmination of nine years of effort.

The flight team was led by students Neal Saiki, project manager, and Kyle Naydo, test director, and was supported by the local chapter of the American Helicopter Society and faculty advisor William Patterson. The pilot, the human motor, was Greg McNeil.

The team hopes eventually to build an even more efficient machine with the goal of claiming the AHS Igor I. Sikorsky Award — a standing offer of

\$20,000 to the first team building a human-powered helicopter that can fly for 60 seconds and rise three meters.

**Not Having Fun?** Personal problems? Stressed out? Help yourself feel better by contacting Headquarters Employee Assistance Program (EAP).

It's easy. Just call Jerry Meade, Headquarters EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room

327, and asking for the EAP counselor.

All services are completely confidential and are also available to immediate family members of FAAers.

**Right Number?** At FAA Headquarters, Management Systems administers the distribution of the *Intercom* on an "an all employee count" basis.

This means that each employee should receive one copy.

If your office is not receiving the proper number of newsletters, it may not be getting the right number of other mailings.

Contact Bernida Williams in Management Systems, x78735, or the distribution representative for your office or service to update your organization's distribution.

**Report Fraud.** In its campaign against wasteful and illegal practices, the DOT Inspector General is urging FAAers and all DOT employees to report fraud, waste, theft and abuse to its hotline.

An incentive program allows monetary awards of up to \$10,000 to employees whose information results in significant cost savings.

Employees may remain anonymous, and the information given is kept confidential.

To reach the Inspector General's Hotline, call the following numbers:

Toll Free: 1-800-424-9071  
Washington, DC  
(202) 366-1461

Information can also be sent to:

Office of Inspector General  
U.S. Department of Transportation  
PO Box 23178  
Washington, DC 20026-0178

**AIDS in the 1990s.** Scientists estimate that as many as 1 million to 1.5 million people are currently infected with the AIDS virus. Most are 20 to 50 years old, appear healthy today and are active members of the workforce.

By 1992, as many as 365,000 of these people will have been diagnosed with AIDS. In that year alone, as many as 66,000 people will die of AIDS.

**Wednesday Deadline.** *Intercom* is published weekly. The deadline for items is 12 noon Wednesday.

## Tips *continued from page 1*

desktop and laptop computers, FAX machines and internal computer hardware.

FAA's computer thieves are not unique. Nationwide, every year there are significant losses from thefts of federal government and personal property. And that doesn't count the cost in

*Test your office security IQ by identifying the theft-inviting lapses in the graphic at the right.*

employees' time, work disruption and personal stress.

A General Services Administration pamphlet, "What You Should Know About Preventing Thefts in the Federal Workplace," quizzes its readers on their office security knowledge.

Here are a few precautions to take to keep your office safe:

→ When you're working outside of normal business hours, keep your office doors locked.

→ Lock all offices or conference or storage rooms that are regularly unoccupied.

→ The last person to leave at night should secure all computer systems, critical files and copiers. Check to see that electrical appliances are unplugged and that doors are closed and locked.

→ Mark identifying numbers or symbols on equipment and furniture. Keep a list of all equipment and furniture in a safe place.

→ Escort wandering or "lost" visitors to the right office, and ask the identity of strangers who appear in your office.

If you see suspicious persons or activities in your building, don't take action yourself. Immediately notify the guard's office for that building.

Telephone numbers are:

FAA Headquarters building, x78829

Nassif building, x62816

Transpoint building-Coast Guard

Headquarters, x72426

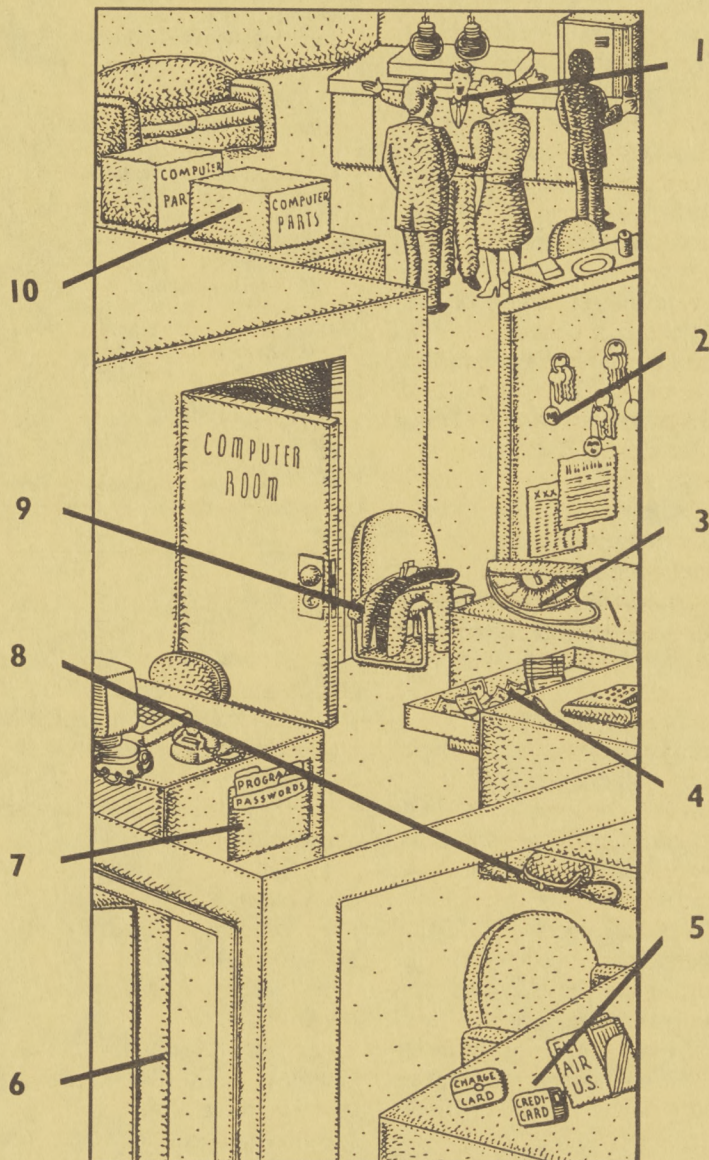
Tariff building, 724-0298

DOT Office of Security, x64677

Call the Federal Protective Service, (202) 472-1159, to receive a free copy of GSA's pamphlet on office security.

## What's Wrong in This Office?

1. Workers gathered in a back room with no one in the outer office.
2. Labeled keys hung where they can be seen from the office entrance.
3. Purse left unattended on top of a desk.
4. Money stored in a desk drawer and the drawer not locked.
5. Airline tickets and credit cards set aside on top of a desk instead of in a locked drawer or safe.
6. The entrance door to the office left open when the office is unattended.
7. Computer passwords and instructions left in plain view in an empty office.
8. Purse "hidden" under a desk.
9. Man's coat (probably with a wallet in the pocket) draped over a chair.
10. Computer parts stored on top of file cabinets.



Courtesy: General Services Administration

## Speeding Up Travel

### Sato Travel Replaces 'Ask Mr. Foster' at FAA

FAA Headquarters began using Sato Travel, Inc., on January 1 as its on-site travel management center, replacing Ask Mr. Foster Travel.

To make reservations, call Sato at 742-8870 from 7:30 a.m. to 5 p.m., Monday through Friday.

For emergencies, telephone 1-800-USASATO.

To speed up making reservations through Sato, FAAers should have the following information ready:

→ Name of employee making the reservation and the federal agency.

→ All passengers' names and travel dates.

→ Final destination and any intermediate stops.

→ The date tickets should be prepared for pick-up or delivery.

→ Form of payment: traveler's individual government Diners Club card, the centrally billed Government Transportation Request (GTR), cash, personal charge, etc.

→ Hotel reservations, if required.

→ Car reservations, if required.

→ Seating preference, smoking or non-smoking. (In late February a new federal law will prohibit smoking on all domestic airline flights of six hours or less.)

→ Identification numbers for frequent flyer programs used on official travel and any other special requests.

Tickets will be charged to the individual's Diners Club card unless the traveler specifically requests otherwise.

All travelers making reservations through Sato will receive \$150,000 travel accident insurance at no charge.

However, unlike the previous contract, the only travelers who will benefit from up to \$1,250 baggage insurance are those who charge their tickets to their individual government Diners Club card.

For additional information contact Don Hansen, AAA-300, x78141.

## Holiday Happenings

Santa got his wings from DOT Secretary Sam Skinner just before his annual holiday ride across the skies of North America.

DOT Day Care students, top photo, gathered around the Secretary when he approved a flight certificate made out to Kris Kringle so that Santa could "engage in air travel to various points throughout the United States on the night of Dec. 25-26, 1989."

Skinner told the children that it was a good idea to have a ninth reindeer equipped with a special air navigation warning light on its nose.

Once declaring Santa "exceptionally fit, joyfully willing and uniquely able to engage in interstate air transportation," Skinner spotted another celebrity.

This time it was Elvis, impersonated by John Hanks of the FAA Office of Public Affairs, bottom photo. "Elvis," DOT, FAA employees and the Hine Junior High School Choir entertained senior citizens from Southwest Seniors Association and Sarah's Circle at a holiday party sponsored by the DOT Volunteer Committee.



## Flightplan

**Need a challenge?** The Human Resource Management Division, AHR-100, is recruiting new candidates for the challenging Facilitator Intern Training Program.

One-hour briefings on the program are scheduled for:

→ Tuesday, January 23, 10 a.m., FAA room 8C.

→ Tuesday, February 6, 10 a.m., FAA room 9A.

→ Tuesday, February 13, 2 p.m., FAA room 8A.

For more information, contact Joan Guarino, AHR-104, x73884, Headquarters, room 516.

**Better communications.** The Federal Aviation Club of International Training in Communication (ITC)

meets every Wednesday from 12 noon to 1 p.m. at FAA Headquarters.

Open to men and women, ITC aims to help people do a better job of making presentations, leading discussions and speaking before groups.

For more information on the club and the specific location of the next meeting, contact Len Baker, 479-6884, or Sylvine Blackwell, 732-2395.

**Thrift Savings deadline.** The Thrift Savings Plan open season runs through Monday, January 31.

Election forms can be obtained in AHR-140, room 514.

For additional information, call Ida Mack or Barbara Claytor, x78916.

**Upcoming events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

Twenty FAAers from across the nation have been honored with superior achievement awards for promoting equal employment opportunities in the agency.

FAA Administrator James Busey recognized the winners with plaques and medals and praised them for doing an "outstanding job" at a January 10 Headquarters ceremony.

The awards, Busey said, "speak of a character and commitment that should

## 20 Honored With Equal Employment Opportunity Awards

*Busey Challenges FAA To Boost Employment of Minorities and Women*

serve as an inspiration and an example to us all."

"You have given me one more reason to be proud of being a member of this outstanding organization," he said.

Turn to page 3 for list of EEO honorees.

During the 13th Annual Administrator's Awards for Excellence in Equal Employment Opportunity ceremony, Busey told FAAers of his "strong, turn to Awards on page 2

January 23, 1990



U.S. Department of Transportation  
Federal Aviation Administration

## Headquarters Intercom

### Fighting Fires

A badly charred room on the second floor of DOT's Nassif Building shows the destructive force of a holiday fire. This photo was taken several days after the blaze disrupted numerous DOT and FAA offices. See story below, and turn to page 6 for fire safety tips.



Photo by Lance Strozier

### When Alarm Rings: Don't Hesitate, Quickly Evacuate

The damage done by the December 24th fire in DOT's Nassif building illustrates the importance of quickly evacuating a building when the alarm bell rings.

The recent fire was so intense on the north side, wing 4, of the second floor that even the paint and covering on the walls went up in smoke. Because it happened on a weekend, there were few employees in the building.

During a normal workday at FAA

Headquarters, however, FOB-10A houses about 3,300 FAAers, including contractors, plus workers from the National Transportation Safety Board, General Services Administration and National Council on Disability.

When the alarm sounds, it signals a fire; other emergencies would be announced on the public address system.

"But," says Steve Brandon, manager of the Logistics Service Building Management Branch, ALG-520, "there are no aborts or qualifiers to any alarm." Therefore, it is important to respond quickly to the alarm, even if there are no obvious signs of fire.

turn to Fire Alarm on page 2

**First Certificate.** The first recreational pilot's certificate was issued by FAA on December 8, 1989, to Kent T. Garner, of Rancho Cordova, CA.

The new pilot category is designed to bridge the gap between the student pilot's certificate and the private pilot's license, for flying recreational, experimental and homebuilt airplanes, helicopters and gyroplanes.

The new category became effective August 31, 1989.

**New Airports Chief.** Leonard L. Griggs, Jr., the former director of St. Louis-Lambert International Airport, is FAA's new Associate Administrator for Airports, ARP-1.

"With 10 years of hands-on experience running a major commercial airport, Leonard Griggs brings unique

### Highlights

qualifications to his new job," FAA Administrator James Busey said in announcing the appointment.

"We look to him to provide the kind of leadership in our airport programs that this nation will require in the 1990s if we are going to meet the continuing demands for increased capacity."

Griggs, who began his new job responsibilities at Headquarters on January 8, replaces Robert Donohue, who resigned from FAA last year to return to the private sector.

From 1977 to 1987, Griggs served as turn to Highlights on page 4



Leonard Griggs

## Awards Go to 20 FAAers for EEO Achievements *continued from page 1*

personal commitment to see to it that all persons have the opportunity to compete on a fair and equal basis for employment and advancement at FAA."

He challenged the agency's managers to boost minority and women workers to levels comparable with the civilian labor force by the year 2000.

"I am convinced we can do it faster than that, but the bottom line is to get

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**Minorities make up about 14% of FAA's workforce, below the nationwide civilian labor force average of 18.4%.  
Women account for only 21% of FAA's workforce compared to 43% in the civilian workforce.**

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beyond the rhetoric we've been bogged down with and develop strong, effective programs that will help us achieve this common goal as quickly as we possibly can," Busey said.

Currently, minorities make up about 14% of FAA's workforce, below the nationwide civilian labor force average of 18.4%.

Women account for only 21% of FAA's workforce compared to 43% in the civilian workforce.

"Let's face it," Busey said, "we've got our work cut out for us. This is clearly not acceptable, particularly in light of the slow, incremental progress that has been made here at FAA over the last few years in both categories."

Busey told listeners in the auditorium that minority representation agencywide has only edged up 1% in the past five years and actually declined in some major employment categories.

During the same time, the number of women at FAA has risen from 17% to 21%.

The FAA chief said he has directed the agency's top management to get all

levels of management involved in the agency's affirmative action plan -- a "strong, committed leadership up and down the line is essential to the plan's success."

He pledged to work closely with individuals throughout the FAA to target specific occupations where the agency is deficient and chart specific action plans to "help turn things around."

"Managers must be made accountable for the success of this program," Busey said, adding that the agency should make sure that a manager's actual performance in equal employment opportunity is evaluated as "stringently" as the technical elements of a manager's job.

"Make no mistake, we are not talking merely about elevating the numbers, increasing percentages, without regard for qualifications," Busey said.

"It would be highly cynical as well as grossly irresponsible to our safety mandate if we were only concerned with cosmetic improvements."

"Minorities and women are particularly sensitive to this charge, and they want no part of being promoted or pushed ahead just to make the FAA look better on an Equal Employment Opportunity chart," he said.

The Administrator emphasized that the FAA is committed to "quality" recruitment and hiring from within and without the agency.

"But, I want to stress that we are also talking about essential fairness, about

equal employment opportunities, not guarantees, about the chance to compete on a level playing field, not an

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**'Let's face it, we've got our work cut out for us ... a strong, committed leadership up and down the line is essential to the plan's success.'**

James Busey  
FAA Administrator

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assurance of success," Busey said.

"And these opportunities are precisely what have been denied minorities and women in the past, and we are still trying to play catch up."

The awards program was presented by the Office of Civil Rights.

## Fire Alarm *from page 1*

FAAers hardest hit by the fire in the Nassif building were the second-floor offices of the Aviation Standards National Field Office. Nothing was useable in that area due to water and smoke damage; furniture and equipment were completely destroyed.

Training and Higher Education (AHT) and Flight Standards (AFS) offices were also damaged by water and smoke, but to a lesser extent.

Brandon praised the "fantastic" response of FAAers to their losses and noted how "they really pitched in" to clean up the damages. As a result, the AHT and AFS offices were back in business at their regular locations a week after the fire.

*See fire safety tips on back page.*

**Three Weeks, Please.** Submit items for the *Flightplan* section of upcoming events at least three weeks in advance of the event. Bring the item to room 908, or call x78521.

**Wednesday Deadline.** *Intercom* is published weekly. The deadline for items is *no later than 12 noon* every Wednesday.

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Headquarters  
**Intercom**

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Pat Cariseo  
Pat Tomasetti  
Associate Editors

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Washington, DC 20591  
(202) 267-8521

# The 13th Annual Administrator's Awards for Excellence in Equal Employment Opportunity

## Superior Achievement Awards

*The highest agency award for achievement granted only  
by the FAA Administrator.*

### Gene Herbert Campbell

Supervisory air traffic control specialist  
Southern Region

*In recognition of exemplary performance in recruitment and employment of  
women and minorities from Historically Black Colleges and Universities.*

### Sandra J. Campbell

Public affairs specialist  
Central Region

*For leadership and personal commitment as the Central Region aviation  
education officer in promoting aviation careers  
among minorities and women.*

### Frances Carrillo

Air traffic operations specialist  
Southwest Region

*In recognition of outstanding leadership in significantly increasing recruit-  
ment, employment and promotions of women and minorities  
in the Southwest Region Air Traffic Division.*

### Rozelia E. Cusic

Concord Tower manager  
Western-Pacific Region

*In recognition of outstanding achievements in increasing female and minority  
representation in managerial ranks and furthering the agency's  
Equal Employment Opportunity Program.*

### Arlene B. Feldman

Regional Administrator  
New England Region

*In recognition of exceptional leadership in recruitment and employment of  
women and minorities in the New England Region.*

### Robert P. Fishman

Air traffic manager  
Great Lakes Region

*In recognition of exceptional leadership and excellence in providing equal  
opportunity in recruitment and promoting aviation careers among  
minorities and women in North Dakota.*

### Arthur F. Fregoso

Logistics Division manager  
Northwest Mountain Region

*In recognition of contributions to female/minority recruitment and promotion  
and Minority Business Enterprise programs and work with the National  
Hispanic Coalition of Federal Aviation Employees.*

### Ivory L. Grayson

Training specialist  
Mike Monroney Aeronautical Center

*In recognition of volunteer activities to minorities and women in work with  
the National Black Coalition of Federal Aviation Employees.*

### Rosa M. Jackson

Area supervisor  
New England Region

*In recognition of outstanding leadership in recruitment, employment and  
career advancement opportunities for women and minorities  
in the New England Region.*

### Cortez N. Martin

Program analyst  
FAA Technical Center

*In recognition of outstanding efforts, dedication and commitment to the  
agency's Equal Employment Opportunity and Civil Rights programs.*

### Alfred P. Martinez

Computer system programmer  
Northwest Mountain Region

*In recognition of outstanding contributions to recruitment, employment and  
promoting aviation careers among minorities and women.*

### Hugh D. Milligan

Facilities Operations Section manager  
FAA Technical Center

*In recognition of outstanding leadership in recruitment, employment and  
promotions for women and minorities in ACN-340.*

### Ronald E. Mulgrew

Assistant manager for training  
Great Lakes Region

*In recognition of outstanding leadership and personal commitment in  
recruitment and employment of women and minorities in the agency.*

### Kenneth R. Pirl

Airway facilities sector manager  
Western-Pacific Region

*In recognition of outstanding performance in the recruitment, promotion and  
career enhancement opportunities for minorities and women.*

### Myrna Rivera

Management analyst  
Great Lakes Region

*In recognition of exemplary performance in the recruitment of minorities and  
women and work with the National Hispanic Coalition  
of Federal Aviation Employees.*

### Gloria Shepard

Training specialist  
Eastern Region

*In recognition of work with the New York City school system in preparing  
minority youth for future careers in aviation.*

### Jacqueline L. Smith

Air Traffic Division manager  
Western-Pacific Region

*In recognition of outstanding leadership in development and promotion of  
females and minorities and work with the Professional Women Controllers.*

### Quentin S. Taylor

Deputy Associate Administrator for Airports  
Washington Headquarters

*For outstanding accomplishments in promoting Equal Employment  
Opportunity and Minority Business Enterprise programs within  
the Office of the Associate Administrator for Airports.*

### Barbara A. Thomas-Bagrowski

Personnel staffing specialist  
Great Lakes Region

*In recognition of dedication, initiative and excellence in the recruitment of  
women and minorities for the Great Lakes Region.*

### Rae Ann Trinka

Air traffic manager  
Great Lakes Region

*In recognition of outstanding leadership and dedication in recruitment  
and employment of women and minorities.*

## Highlights *from page 1*

director of Lambert-St. Louis International Airport and chairman of the Airport Commission. He received FAA's Outstanding Airport Director Award in 1984.

From 1987 to 1988, Griggs was a vice president at Ross & Baruzzini, Inc., with responsibility for transportation related development and coordination. In 1988 he became a vice president at Bangert Brothers Construction Co. in St. Louis, where he oversaw market development, aviation projects and governmental affairs. As an adjunct professor at St. Louis University, he also has taught a course on airport planning and management.

The 58-year-old Griggs is a graduate of the U.S. Military Academy at West Point. He served with the U.S. Air Force from 1954 to 1977, rising to the rank of colonel.

He also earned a master's degree in aeronautical engineering from the Air Force Institute of Technology in 1960 and another master's in international affairs from George Washington University in 1967.

He is a graduate of both the Naval and Army War Colleges.

The new airports chief is married and has four daughters.

**Fire Detection Kits.** An FAA airworthiness directive may have grounded as many as 800 Piper and Ted Smith Aerostar aircraft until they can be equipped with special exhaust system fire detection kits.

The directive, issued January 5, affects Piper model PA-60-600 series airplanes and Ted Smith Aerostar 600 series airplanes (turbocharged only) — an estimated 800-plus aircraft.

FAA took the action after previous directives failed to correct a recurring problem of exhaust tailpipe assembly failures.

These failures caused overheating and fire in the nacelle, resulting in rapid weakening and catastrophic failure of the wing structure.

The recent December 29 directive requiring inspections every 10 hours until a fire detection kit could be in-

stalled was strengthened in early January.

The January directive requires kit installation before the aircraft can be flown, effectively grounding a large number of the affected Piper and Ted Smith planes.

There were only 25 kits available when the directive was issued, and it is estimated that 100 will be manufactured monthly.

The directive mainly affects commercial air taxi operators and private businesses.

**Human Factors.** A symposium, focusing on human factors and air traffic control, is scheduled for Wednesday, February 14, in Arlington, VA.

The symposium will be moderated by FAA's Clay Foushee, chief scientific and technical advisor on human factors, and sponsored by the Air Traffic Control Association.

The event will be held at the Hyatt Regency Hotel, Crystal City.

It kicks off at 9:30 a.m. with remarks by Foushee.

Following is a discussion by panel members John Lauber, National Transportation Safety Board; James Smith, technical director, Star Mountain, Inc.; Gary R. Church, Aviation Management; John M. Flach and Christopher Wickens, University of Illinois; Earl Wiener, University of Miami; and Harold R. Boehr, Department of Defense.

For additional information, contact the association at (703) 522-5717.

**Nap Time.** A pesky grizzly bear that plagued a distant FAA outpost has apparently decided to hibernate.

Last winter, the critter became an unwelcome mascot of the Cold Bay Flight Service Station on the tip of the Aleutian Islands and routinely dismantled parts of the VOR (Very High Frequency Omnidirectional Range) building.

He'd strike at night and rip huge pieces of siding from the building causing a "paws" in operations several times. The bear would pull back the vinyl siding and snack on the insula-

tion. "He thought it was popcorn," one Cold Bay staffer said.

The bear has apparently changed its diet and hasn't been seen this winter.

**Security Tip.** Keep your purse or wallet with you or locked in a secure drawer or cabinet.

Don't invite thieves by putting your purse under a desk or your wallet in a jacket hanging on a coatrack.

**'Images of Women.'** Jeana Yeager, who flew the *Voyager* aircraft along with Dick Rutan on its 116-hour, around-the-world flight in 1986, is one of several featured speakers at a conference on women in aviation at the end of March.

"Images of Women in Aviation: Fact vs. Fiction," is sponsored by Embry-Riddle Aeronautical University and the Arizona Humanities Council.

The conference is scheduled for Prescott, AZ, about 100 miles northwest of Phoenix on March 30-31.

Jacque Smith, Western-Pacific Air Traffic Division manager, is scheduled to appear on a panel discussion on Saturday, March 31.

For a registration form or additional information, write: Women in Aviation Conference, Embry-Riddle Aeronautical University, 3200 N. Willow Creek Road, Prescott, AZ 86301, or call (602) 776-3802.

**Air Traffic's Future.** Don't miss a special report on the future of air traffic control from the Institute of Electrical and Electronics Engineers, Inc. (IEEE).

Marty Pozesky, Associate Administrator for NAS Development, was invited to participate as guest editor and assembled a group of experts from government and industry to prepare papers on key issues of interest.

This special issue gives examples of recent applications of technology to air traffic control or developments that will have significant impact in the near future.

The project began in January 1988, with final papers forwarded to IEEE in June 1989. The special issue, *Proceedings of the IEEE - Special Issue on Air*

*Traffic Control*, Volume 77, Issue 11, is expected to be published and distributed in late January.

For additional information, contact the Office of System Engineering and Program Management, ASE-120, FTS 267-3096.

**Aviation Archivists.** Smithsonian Research Expeditions will take aviation and aircraft enthusiasts behind-the-scenes at the National Air and Space Museum from July 22 to August 4.

Participants will join the Smithsonian staff in improving the storage and documentation of the museum's archival collection.

Working with aircraft technical manuals and drawings, photographs, motion picture film and other materials, team members will learn firsthand archival techniques used today.

Participants must be 18 years old and contribute \$1,075 to defray direct project expenses and followup work. Accommodations, supplies, local field transportation and most meals are included.

Space may be available for those who live in the metro Washington area at a reduced contribution.

For more information, write or call: Smithsonian Research Expeditions, 490 L'Enfant Plaza SW, Suite 4210, Washington, DC 20560, (202) 287-3210.

## Wanted: Youngsters With Artistic Flair



Last year, Tiffany Brullag, a nine year old from Buckingham, IL, won first place in her age category for this flight of fancy, "If Only I Could Fly."

Youngsters with an artistic flair can win national and international recognition for their talents by entering the 1990 International Aviation Art Contest.

It's sponsored by FAA and the National Aeronautic Association in cooperation with the Federal Aeronautique Internationale.

The deadline is fast approaching. All entries must be postmarked by April 16 and received no later than April 20 by aviation education officers at FAA regional offices.

Nine awards will be given to children, ages 5 through 16, in three categories.

This year's theme is "Silent Flight."

The contest is open to all children including those of FAAers and other contest sponsors.

Winning artwork will compete with entries from 10 countries for gold, silver and bronze medals. Certificates of recognition will be given by FAA and NAA to all U.S. winners.

Contest rules and entry forms are available from center and regional Public Affairs offices.

For additional information, contact Connie Housewright, FAA Headquarters, FTS 267-3469.

## Travel Update: Advance Payments Increase, Stricter Rules

FAAers traveling on official business – both Diners Club cardholders and non-cardholders eligible for the card – can now receive higher travel advances, \$34- or \$26-a-day depending on the location visited, to cover meals and incidental expenses.

That's a boost from the previous \$25-a-day limit.

This change to "Travel Manual" regulations – FAA Order 1500.14A, Change 5 – also covers advances for out-of-pocket expenses for miscellaneous items such as local transit fares, taxi fares, parking and tolls at bridges, roads and tunnels; gasoline and other variable costs incurred by using a privately owned vehicle; and any other expenses that can reasonably be estimated prior to travel.

While the new policy increases the dollar amount of travel advances, collection action has been tightened.

Now accounting offices are required to collect delinquent outstanding travel advance balances by deducting them

from the employee's paycheck.

Temporary duty advance balances are delinquent 30 calendar days after completion of the trip for which the advance was made. Permanent change-of-station advance balances are delinquent 90 calendar days after the employee reports for work at the new job location.

When an advance becomes delinquent, FAAers will be notified within 10 workdays and told that money will be taken out of their paychecks to payback the advance unless the debt is settled within 15 workdays.

Collection action will include administrative and interest charges.

The Office of Accounting advises employees to settle their claims as soon as travel is finished by submitting a reimbursement voucher covering the advances or by including a check or money order with the voucher to repay any overpayments in advances.

## Flightplan

**Black History Month.** During February, FAA's Office of Civil Rights is sponsoring a series of activities to observe Black History Month.

This year's theme is "The Father of Black History - Carter G. Woodson, A Living Legacy."

Mark your calendar for these events:

→ **Special soloists.** On *Wednesday, February 7*, internationally renowned soloist the Reverend Wintley Phipps and noted soloist Patricia Barnes will be featured in words and songs.

Come hear them at 10:30 a.m. in the third-floor auditorium. FAA Administrator James Busey will also deliver remarks at the event.

Everyone is invited to attend.

→ **Special display.** An exhibit depicting the contributions of noted Afro-Americans will be on display during February in the first-floor lobby of FAA Headquarters.

**A real challenge?** The Human Resource Management Division, AHR-100, is recruiting new candidates for the challenging Facilitator Intern Training Program during January and February.

One-hour briefings on the program are scheduled for:

→ *Tuesday, February 6*, 10 a.m., FAA room 9A.

→ *Tuesday, February 13*, 2 p.m., FAA room 8A.

For more information, contact Joan Guarino, AHR-104, x73884, Headquarters room 516.

## Healthbeat

**Weight watchers.** Registration for FAA's weight watchers group will be held in the health clinic, room 327, on *Tuesday, January 30*, from 11:30 a.m. to 12:30 p.m.

The group is limited to 30 members and will run for eight weeks.

Meetings will be held *every Tuesday* from 11:30 a.m. to 12:30 p.m., starting on February 6 and ending on March 27.

The new fee for first-time members is \$100 and \$90 for those who have

## FAA Remembers

**Christopher Roberts.** Christopher Roberts, who had battled a rare form of acute leukemia for nearly a year, died on January 7 of complications relating to a bone marrow transplant.

Chris, 25, was the son of Scott Roberts of the FAA Headquarters Office of Labor and Employee Relations (ALR-200).

In keeping with Chris' wishes, the family plans to scatter his ashes at his favorite place in the Shenandoah Mountains after a private ceremony.

A Christopher Roberts Memorial Fund has been established with the Georgetown University Medical Center's Vincent T. Lombardi Research Center Bone Marrow Transplantation Program, 3800 Reservoir Road, NW, Washington, DC 20017. Contributions in Chris' name may be sent to the fund in care of Anita Nida.

Chris received a bone marrow transplant on November 13 and was well enough to spend Christmas with his family.

On behalf of the family, Scott extends his appreciation and gratitude for the understanding, concern and support shown by his co-workers during Chris' illness.

joined this group in the past.

Please call Sam Hart, x77964 or x73405, to check on space availability and to reserve your spot before the registration date.

**Stressed out?** Help yourself feel better by contacting FAA's Employee Assistance Program (EAP).

Call Jerry Meade, FAA's EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room 327, and asking for the EAP counselor.

## Tips To Help Keep the Fire Department Away

Every year about 7,000 fires break out in office buildings, causing deaths, injuries and millions of dollars in fire damage. In a high-rise building, especially in one with more than six floors - beyond the reach of many fire departments' ladders - it's vital to know how to prevent and what to do in case of fire.

- Smoke only in smoking areas.
- Keep paper and files in containers and cabinets, not spread about to fuel a fire.
- Use only undamaged extension cords, and do not plug more than one extension cord into one outlet.
- Don't overload electrical circuits. Tripped circuit breakers or blown fuses are signs of an overload.
- Turn off electrical appliances when not in use, especially before leaving the office at the end of the day.
- Never use an elevator during a fire emergency. Most modern elevators are heat activated, so they might go to the fire floor and stop there with the doors open, exposing passengers to deadly heat and fumes.

→ If you discover a fire, don't try to fight it. Sound the nearest alarm to call the fire department. Leave the fire area quickly. Close the door to the room where you saw the fire and all doors that you pass through on your escape route.



## Taking A Byte Out of Computer Confusion

### 'OATS' Contract Aims To Boost Productivity

A major multimillion-dollar contract aims to eliminate computer confusion at FAA, cut down on unnecessary and costly retraining and improve communications.

Currently, FAAers' desks sport at least 56 different computer brands with 100 software packages -- a computer labyrinth that results in incompatibility, strains communications and often forces retraining of workers who move from one FAA organization to another.

The new contract, called OATS -- Office Automation Technology and Services -- was awarded to AT&T Federal Systems on December 21.

A protest by one of the competing bidders stalled work on the contract

briefly, but the company withdrew the protest on January 9 after a debriefing and discussions with FAA.

The OATS contract earmarks a minimum of \$18.5 million for new computers and software for FAA and includes options for use by the Office of the Secretary of Transportation and other DOT administrations.

The potential for the office automation contract, which covers three years initially and has five one-year options,

*turn to 'OATS' on page 2*

January 30, 1990



U.S. Department  
of Transportation  
Federal Aviation  
Administration

## Headquarters Intercom

## Shake, Rattle and 'Way To Go'

### 29 FAAers Lauded For Earthquake Work

Twenty-nine FAAers from northern California won praise from DOT Secretary Sam Skinner for their courage as they kept their cool and aviation dis-



The idea of DOT Secretary Sam Skinner, red, blue and silver 'Way To Go' pins, similar to this, were awarded to FAAers.

ruptions to a minimum after last year's devastating earthquake.

Skinner handed out "Way To Go" pins and letters of appreciation to more than 90 DOT employees, including the FAAers, during a January 8 ceremony in San Francisco.

"The stories are endless, and I am

*turn to 'Way To Go' on page 3*

Airspace inspection pilot Gary Raymond, AVN-220, instrument approach procedures automation program manager, shows off the new computer and graphics being developed to design and update instrument flight procedures.



## Mapping the Future FAA Flight Procedures Designers To Get New Technology

The new computer software and equipment will help flight procedures specialists speed-up design and updating for constantly changing instrument approach flight procedures.

FAAers at the Aviation Standards National Field Office and programmers from Oklahoma City's Aeronautical Center, Data Services Division, are developing a prototype, state-of-the-art system for significantly updating the Instrument Approach Procedures Automation (IAPA). The IAPA of the future will support the design of all types of instrument procedures and air traffic and airspace requirements, including those that are currently being done manually.

A small group of flight procedures specialists and data services programmers is working on new technology for FAA's flight inspection field offices throughout the world.

*turn to Designers on page 3*

**Contract Awarded.** FAA has awarded a \$138.9 million contract to the Federal Systems Group of TRW, Inc., for technical support and assistance in managing the agency's Ad-

## Highlights

vanced Automation System (AAS) contract and other automation programs.

IBM Corporation is the main contractor for AAS, a \$3.5 billion program to revolutionize air traffic control.

Under the contract awarded to TRW, known as the System Engineering and Technical Assistance (SETA) contract,

*turn to Highlights on page 2*

## 'OATS' *continued from page 1*

could reach \$853 million. Of this amount, \$534 million could be spent on new FAA workstation computers, software, networks, maintenance, training and technical services.

Gordon J. Bridge, president of AT&T Computer Systems said he believes it is "one of the largest desktop office automation contracts ever awarded."

Here are some highlights:

→ Both desktop and laptop workstations are available from the contract.

→ The contract will offer a full range of software including electronic mail, word processing, spreadsheets, relational and personal database management systems, desktop publishing, electronic calendars, time management packages, graphics, easy file transferring and statistical analysis.

→ Training will be offered for all hardware and software products in addition to other office automation courses.

→ The contract includes cables, modems and other devices to interconnect the systems; installation at any FAA and DOT site; maintenance; and technical support.

→ Once an order is placed, equipment and services delivery will begin within 30 to 60 days, since all contractor items are commercially available and require no additional system or software development.

## Highlights *from page 1*

TRW's Federal Systems Group, Fairfax, VA, will provide technical expertise and oversight assistance to help FAA solve technical problems that arise in connection with AAS.

The contract lists 28 areas in which TRW experts can be called on to help. The areas include man-machine interface, software engineering, fault tolerance, system modeling and performance analysis and design and operational evaluation.

Among the other automation programs covered by the SETA contract is FAA's Voice Switching and Control System, an automated system for voice communication within the agency's air traffic control system.

**Policy Preview.** DOT Secretary Sam Skinner gave a preview of DOT's National Transportation Policy, a nationwide strategy in the final review process, by recently outlining the policy's five major areas.

In developing the national strategy, one of Skinner's top priorities, the DOT undertook one of the most extensive outreach efforts ever conducted by a government agency.

DOT held 117 fact-finding public meetings in 43 cities and towns across the nation.

Skinner gave the 69th annual meeting of the Transportation Research Board, which met in Washington in early January, a preview of the policy. He said it will:

→ Envision a stronger, healthier partnership among federal, state and local governments and strive for additional regulatory flexibility and policies that recognize the diversity of conditions and needs in the real world.

Skinner said a "healthier partnership goes hand-in-hand with reduced dependence on federal money. We believe federal recipients of federal transportation aid should pay a larger share of project costs.

"By upping the ante for state and local governments, we will help bring the principles of market competition to bear in our refinancing programs."

→ Look for new and creative ways to apply the time-tested user fee principle by recovering from users the maximum practical share of costs they impose. This includes recovering federal costs from user groups that are now getting a free ride and making it easier for other levels of government to

levy user fees for transportation improvements.

→ Stimulate more private investment in transportation by minimizing federal barriers to private participation in the ownership, financing, construction and management of transportation services.

→ Remove unnecessary regulations.

→ Promote new technology and more support for efforts in research and development, both in the public and private sector.

**Missing Dates.** When *Intercom* reported a new helicopter endurance record in the January 16 issue, the dates of the event were omitted.

The Rotorheads, a group of helicopter pilots and businessmen in Orange County, CA, set a new endurance record by flying a helicopter continuously for 50 hours and 50 seconds.

The helicopter lifted off from Anaheim Stadium on December 13. After switching pilots every three to four hours and refueling by carefully hovering just above ground level, the whirlybird landed on December 15.

The previous hovering record, 47 hours, was set by the U.S. Navy in the late 1950s.

**Cholesterol Screening.** A blood cholesterol screening will be held in the FAA Headquarters clinic during February - American Heart Month - for all FAA and NTSB employees.

To make an appointment, stop by the third-floor clinic, sign an appointment sheet and pick up registration forms.

The form must be completed and returned when reporting for your cholesterol screening.

Beginning on *Monday, February 5*, appointments can be scheduled in the clinic. Testing starts on *Wednesday, February 7*, and runs throughout the month.

Fasting is not required before screening. The total cholesterol is measured with a fingerstick blood sample, and the results are ready in three minutes.

All participants will receive educational literature, and individuals with at-risk levels will be given an appointment for counseling.

Headquarters

**Intercom**

January 30, 1990  
No. 90-4

Pat Cariseo  
Pat Tomasetti  
Associate Editors

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(202) 267-8521

## Designers *from page 1*

The systems design team is working with computerized mapping and 3-D graphics to take the FAA and Terminal Instrument Procedures (TERPS) into the next century, according to Marc LeWand, flight procedures manager. He added, "The current, mid-70's-technology IAPA system is outdated and still requires some pencil and ruler work [drafting tools] in the design of instrument approach procedures."

The new technology will continue to let procedures specialists use the present IAPA criteria and data base for their development and revision tasks.

The IAPA draws airport and obstacle data from other FAA and government computer systems such as the National Flight Data Center and National Ocean Survey.

The system prompts the user for inputs based on choices provided. It then evaluates the inputs against the data and current criteria, does all the mathematical computations and displays both a graphic and textual picture of the results.

Additionally, all the necessary information is collated and put on computer generated forms, electronically signed-off and transmitted to the Flight Procedures Branch (AVN-220) and National Flight Data Center (ATO-250) for review and publication.

A new computer system with more capabilities is needed to support FAA's future requirements for terminal instrument procedures.

That system, explained LeWand, will display sectional, quadrangle and obstruction charts presently being used by the procedures specialist for manual design applications. Additionally, it will contain a complete Digitized Terrain Elevation Data Base (DTED).

With the new system, procedures specialists will be able to accomplish many functions simultaneously with little or no time-sharing delay.

The specialist will be able to overlay an electronic terminal instrument procedures segment on the map and get a "real time" view of obstacles, airspace or other items that could affect the design.

## 'Way To Go' Awards *continued from page 1*

very proud of every one of you," Skinner said. "Whether you were on a collapsed bridge or in an office somewhere working long hours to coordinate and communicate, you are all heroes."

Skinner cited many actions including air traffic controllers calmly landing planes after windows in San Francisco and San Carlos airport control towers were shattered and a Coast Guard helicopter landing on the weakened Bay Bridge to rescue two people trapped in a car that dangled by its front tires.

Skinner set up "Way To Go" awards several months ago to recognize outstanding achievement among DOT employees nationwide.

FAAers receiving "Way To Go" awards, mostly from facilities in the San Francisco-Oakland area, were:

### **Airway Facilities**

Howard E. Bolton  
Jack D. Borrego  
Gordon Choi  
Daniel H. Dunton  
Charles E. Epps  
Richard W. Fong  
George L. Kolby  
Anita M. Mahler  
Ettori P. Milani  
Antonio N. Montes  
Leonard O. Mummert  
Wayne E. Olson  
Hugh R. Peterson  
George W. Stover, Jr.

### **Air Traffic**

Pamela D. Adams  
David L. Alley  
Lynn D. Alvey  
Lawrence E. Arnold  
Frederick L. Davis  
Mark A. Economou  
Kevin J. Frink  
Michael F. Gaar  
Herminio Guzman  
Jerome Keever  
Patricia A. Meza  
Gregory I. Mueller

### **Civil Aviation Security Field Office**

Calvin Yuen

### **Airports District Office**

John L. Hopkins

### **Western-Pacific Regional Operations Center**

Thomas K. Aina

All regulations governing criteria and navigational aid use will also be built into the system. If the computer "flags" the user that there is a fault with the desired design, the specialist, by means of pull-down windows, can access appropriate criteria and have complete cross-referencing.

TERPS specialists assigned to the Aviation Standards National Field Office's Flight Procedures Branch are responsible for developing the technical specifications of the new system. That includes testing, evaluation and debugging of the finished programming. They also write and maintain the IAPA users manual and system training guides.

The computer hardware, associated

equipment and mapping software is "off the shelf," but the highly technical IAPA software is being written locally by Data Services programmers.

The new generation IAPA is being designed to be user friendly, expandable and to meet future FAA needs.

The system is expected to be fully operational in the 1993 fiscal year. Once operational, IAPA will be used to develop 95% of standard instrument approach procedures.

*Thanks to Roland Herwig of the Aeronautical Center for this report and photo.*

**Wednesday Deadline.** *Intercom* is published weekly. The deadline for items is *no later than 12 noon* every Wednesday.

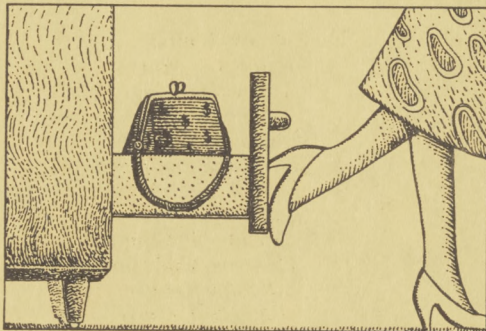
## Taking a Close Look at Security

### Alert, Vigilant FAAers Can Keep Offices Safer

Headquarters FAAers, including those in employee participation groups (EPGs), are putting their heads together to come up with ideas to improve building security.

The recent rash of thefts of government property, especially on the 5th and 7th floors of FOB-10A, have FAAers in many organizations looking for ways to protect valuable property and equipment.

So far, preventive measures taken have included tightening up surveillance, surveying the state of building security, adding security devices and



#### Security Tip

Keep your purse or wallet with you or locked in a secure drawer or cabinet.

Don't invite thieves by putting your purse under a desk or your wallet in a jacket hanging on a coatrack.

Graphic courtesy of General Services Administration

randomly searching briefcases, bags and boxes coming in and going out of the building.

Other important measures have been the meetings with representatives of various offices and services that have been held to increase public awareness of property theft and to discuss workable solutions.

At one recent meeting, representatives attended from both FAA and DOT security offices; Management Systems; the Sys-

tems Maintenance Service, the organization hardest hit by the thefts; the Program Engineering Service; the Logistics Service; and the Public Affairs Office.

The Headquarters EPG meeting this month was also a forum for discussion of building security issues.

Since October, thefts of more than \$40,000 in computer equipment and telecommunications devices have been reported on floors 5 and 7 alone, although losses have also occurred on floors 3 and 6. This figure actually represents a cost of more than \$80,000 to FAA because of replacement expenses.

Six months ago the theft problem existed but on a much smaller scale. On the average, about \$10,000 a year in property was reported missing from the building.

Only informed, alert and vigilant employees can keep offices safe. If you see suspicious persons or activities in your building, immediately notify the guard's office for that building.

Telephone numbers are:

FAA Headquarters building, x78829

Nassif building, x62816

Transpoint building/Coast Guard Headquarters, x72426

Tariff building, 724-0298

DOT Office of Security, x64677

## Flightplan

**Women's history.** The Women's History Week Committee of the Federal Women's Program Committee (FWPC) will meet *Wednesday, January 31*, in conference room 8C.

Marcia Adams, x73488, is the person to call for further information.

**'Living Legacy.'** FAA's Office of Civil Rights is sponsoring a series of activities to observe Black History Month in February.

This year's theme is "The Father of Black History - Carter G. Woodson, A Living Legacy."

Watch for these events:

→ **Renowned soloists.** On *Wednesday, February 7*, internationally renowned soloist the Reverend Wintley Phipps and noted soloist Patricia Barnes will be featured in words and songs.

Come hear them at 10:30 a.m. in the third-floor auditorium. FAA Administrator James



Soloist Phipps

Busey will also deliver remarks at the event.

Everyone is invited to attend.

→ **Afro-American exhibit.** An exhibit depicting the contributions of noted Afro-Americans will be on display during February in the first-floor lobby of FAA Headquarters.

**Upcoming events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

Deadline is *no later than 12 noon* every Wednesday.

## Healthbeat

**Give blood.** A blood drive is scheduled for *Wednesday, February 28*, from 9:30 a.m. to 2:30 p.m. in FAA Headquarters rooms 9AB&C.

**Cholesterol check.** See page 2 for details on the FAA Headquarters cholesterol screening program during February - American Heart Month.



U.S. Department of Transportation  
**Federal Aviation Administration**

# Headquarters Intercom

3P+2A

## 'Extraordinarily Safe'

### FAA Working To Boost Aviation's Safety Margin

Calling the first decade since airline deregulation "extraordinarily safe for all commercial aviation," FAA Administrator James Busey emphasized that the agency continues to work to boost the "margin of safety" in the 1990s.

Since the end of 1979 when deregulation became law, the total number of commercial accidents and fatalities has decreased significantly, while the number of hours flown and passenger enplanements has risen dramatically.

"I am extremely pleased that the long-term trend in commercial aviation is in turn to **Safety** on page 3

**Retirement Tips.** How do you break the news to a spouse that you're retiring? One FAAer who recently left the agency has some tongue-in-cheek advice. Check out the "People" section on page 4.

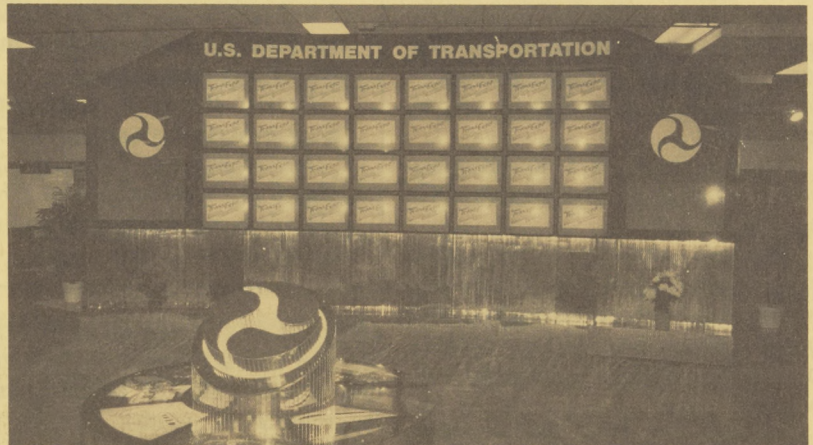
## Highlights

**Moving On.** Alaskan Regional Administrator Frank Cunningham plans to retire from FAA on June 1.

In announcing his plans at a recent regional management meeting, Cunningham said he will miss working with FAAers after 33 years of federal service.

Still, he and his wife Diane are both "looking forward" to his retirement.

**'Frank' Discussions.** In what was called a "frank and informative" discussion, the FAA, eight of the nation's turn to **Highlights** on page 2



A thirty-two screen video wall highlighted FAA and other transportation mode innovations.

## Thousands Glimpse Transportation's Future



Thousands of aviation and transportation enthusiasts and officials glimpsed the future of the nation's transportation during DOT's innovative TransExpo in January.

An estimated 8,000 to 10,000 people visited the three-day exhibition - the first of its kind in the United States since 1972.

"In TransExpo we have attempted to showcase innovative design and technological advances within the transportation industry that will move it into the 90s and beyond," said DOT Secretary Sam Skinner.

Photos by Lance Strozier

turn to **TransExpo** on page 3



Using a scale model of Boeing's latest 747-400 as a talking point, DOT Secretary Sam Skinner chats with reporters and other FAA officials at TransExpo.

## Highlights *from page 1*

major airlines and the Air Transport Association met on January 19 to talk about anonymous security threats against civil aviation.

FAA Administrator James Busey said the get-together was a "listening session" designed to give airlines an opportunity to discuss the need, if any, for changes in the current policy toward threats against airline flights.

Two airlines, Delta and Northwest, recently disclosed threats on international flights and offered passengers the opportunity to switch or cancel reservations.

Although Busey said no decisions were reached at the Washington, DC, meeting, he noted:

"The open exchange of information and opinion will be extremely valuable in analyzing the proper strategy needed to both reassure the public and counter those persons who seek to disrupt civil aviation."

Currently, the FAA believes that publicizing threats would be counterproductive to the security process.

"These kinds of threats are most effectively handled by security professionals who are in a position to implement countermeasures," Busey told the group.

"The FAA's experience has shown that publicizing threats merely tends to encourage others to duplicate the hoax calls. But the flying public should be aware that if a threat is determined to be specific, credible and cannot be countered, the targeted flight is cancelled," he said.

**Quick Response.** DOT Secretary Sam Skinner recently presented a letter of appreciation to FAAers at the New York Air Route Traffic Control Center for "doing the job right" since last September's Hurricane Hugo.

Skinner praised employees of the center's Area E for their "quick responsiveness" in assuming air traffic control needs of an immense ocean area after the killer storm struck.

When the hurricane knocked out San Juan's radar approach control, the New York center's oceanic control area had

## 22 **Five-Year Safety Plan Kicks Off February 26**

FAA kicks off a five-year safety program this month which aims to cut the general aviation fatality rate 25% by 1995.

Called "Back to Basics II," it will be highlighted at a special symposium at the National Air and Space Museum on Monday, February 26.

FAAers are invited to the kickoff event, co-sponsored by the AOPA Air Safety Foundation.

It begins at 7 p.m. in the museum's Samuel P. Langley Theater and features FAA Administrator James Busey, who will explain the program; comments by former FAA Administrator Donald Engen, current president of the AOPA Air Safety Foundation; a film on aircraft icing and the introduction of a brand new information program for general aviation maintenance technicians.

"Back to Basics II" is the continuation of the original and successful "Back to Basics" program, which ran from 1986 to 1988.

The new program's slogan of "25 by 95" zeroes in on its goal of reducing general aviation fatalities by 5% each year for the next five years.

The five-year safety program is also co-sponsored by numerous aviation organizations.

only an hour's "heads up" before taking over air traffic control of one million square miles of airspace from Jacksonville, FL, south to Trinidad and east to Africa.

The area, formerly known as the San Juan airspace, was originally scheduled to be absorbed by the New York center on January 1, with controller training to prepare for the transition set to begin on October 1.

But when the storm hit San Juan on September 20, Mother Nature sped up the timetable.

"When I got the news the night the hurricane hit San Juan, I returned to the center and found the Area E controllers laboring over ocean aeronautical charts with plastic overlays and grease pencils," recalls New York center manager Dick Marakovits.

While the hurricane battered the island, the Miami Air Route Traffic

Control Center handled some traffic.

As soon as the New York center was called into action, controllers with oceanic experience were flown in from San Juan, Miami, Raleigh-Durham and Philadelphia. Three New York center staff members with oceanic background went back to floor duty.

Since the emergency, the New York center has controlled the former San Juan airspace without disruption.

54 **10,000 Hours.** A team of controllers has spent 10,000 hours over the past few years working with engineers to evaluate the design and development of the Advanced Automation System (AAS).

FAA Administrator James Busey, who recently spoke to the Society of Engineers and Scientists at the Naval Air Test Center in Patuxent River, MD, said controllers and engineers will continue to work together on the AAS and future technological advances.

Controllers are going to play a "major role when we start hands-on testing and fine tune human-computer interface" of the AAS, Busey said.

"We want to make sure that the people who will operate our new Advanced Automation System can interact with it safely and effectively -- from day one," Busey said.

Headquarters

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## Safety *continued from page 1*

the direction of increased safety, and we will continue to work to improve the margin of safety," the FAA chief said.

In the past two years for example, Busey pointed out that the total number of accidents among large air carriers dropped from 32 in 1988 to 28 in 1989.

Commuter carriers showed a similar decline. Accidents declined slightly from 19 in 1988 to 18 in 1989.

The 1989 commuter accident rate of 0.882 and fatal accident rate of 0.245 per 100,000 hours remained far below the average commuter accident rates for the decade.

General aviation turned in its seventh consecutive year of improved safety performance across the board.

To boost safety, Busey said the FAA initiated major action in at least two recent problem areas - aging aircraft and the scheduling of relatively inexperienced pilots on the same flightcrew.

→ On aging aircraft, the FAA has increased the frequency of required inspections and has mandated the replacement of certain parts on particular types of aircraft.

→ The FAA continues to increase its inspector force. In the 1990 fiscal year it will field 2,800 inspectors, compared to 2,020 in fiscal 1987.

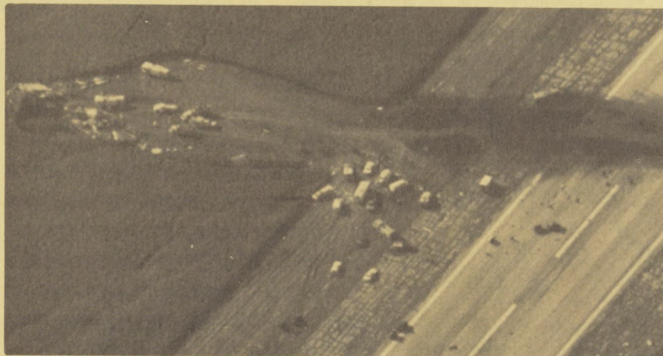
→ Under the auspices of the agency's Research, Engineering and Development Advisory Committee, the FAA has created a subcommittee to review and make recommendations concerning aging aircraft.

Experts from industry, aircraft manufacturers and academia from around the world are advising the agency on this issue.

→ In crew pairing, the FAA is working with the aviation industry to review current policies and practices and to recommend regulatory actions, if appropriate.

→ FAA also is undertaking an active research and development program in the related areas of human factors and cockpit resources management.

These and other efforts should ensure that the United States continues to improve its high standard of aviation



*Little remained of a United DC-10 after it crash landed at Sioux City on July 19, 1989. Despite the destruction, 185 people survived.*

safety, Busey said. Here is a breakdown of 1989's fatal accidents for large scheduled air carriers:

→ In three of the eight fatal accidents involving large scheduled carriers, there were three nonpassenger fatalities in what can only be described as "random" incidents.

In one incident, a crewmember was found in the cargo bay during the flight.

In a second incident, a member of the carrier's groundcrew was struck by the aircraft.

The third incident involved a stow-away found in the stair area of a 727 after landing.

"Incidents like these do not reflect on the safety of the system," Busey said.

→ Two of the remaining five fatal

accidents among scheduled Part 121 carriers involved cargo operators, in which a total of six crewmembers died.

→ Only three of the eight accidents involved Part 121 scheduled carriers that had passenger fatalities.

They were the United Airlines crash landing at Sioux City in which 111 died, and 185 survived; the United Airlines accident over the Pacific in which nine passengers were lost when the cargo door and part of the skin of a 747 peeled away in flight; and the USAir 737 accident upon takeoff at LaGuardia in which two passengers died.

"The Sioux City accident appears to be an example of how crashes have become more survivable," Busey said.

## TransExpo a Hit With Thousands *from page 1*

"Addressing America's future transportation needs is what TransExpo is all about...We at the Department are gratified and excited with the outstanding support provided by everyone in assuring the success of TransExpo," Skinner said.

Some 150 exhibits showed everything from the latest in high speed rail applications to a cutaway of the latest 747 at the Sheraton Washington Hotel.

One of TransExpo's featured displays was a 32-screen video wall that highlighted all of DOT's transportation modes through fast-paced pictures, sound and even some humor. The complete DOT exhibit, which included the 32 television screens, was designed by Carl Genna from the Technical Services Branch, ACM-410, Atlantic City Technical Center. The exhibit elements were also built at the Technical Center.

The six-minute video presentation shown on the video wall was produced by Tom Gillette of Headquarters Public Affairs using original videotape footage as well as existing materials supplied by various DOT and private sector sources.

While it took three days to set up the DOT exhibit including the video wall, Gillette says full-time work on the project started at the end of October and required significant coordination among Atlantic City, the Department and Washington FAA Headquarters.

"The amount of time and energy expended by people throughout DOT was incredible. But the irony was that when TransExpo ended, the entire exhibit disappeared into shipping crates in less than five hours," Gillette said.

## People

**Low-key exit.** Retiring was easy, says *John Leyden*, who made a low-key exit from FAA Headquarters on December 29. It was easy filling out the final forms, that is.

Some of the tough parts came in figuring out how to break the news to his spouse, John recalls.

"Let's be honest here. In most cases, your life's partner is not going to be thrilled with the prospect of having you around the house all day..."

"I suggest the gradual (or sneaky) approach..." John says.

How about leaving travel brochures carelessly around the house? Or casually mentioning how much a friend is enjoying retirement?

John has more retirement tips and observations in the February issue of *FAA World*.

He retired as manager of the Public and Employee Communications Division, APA-300, Office of Public Affairs, after 34 years of federal service, mostly with FAA.

## Healthbeat

**Cholesterol screening.** Blood cholesterol screening is being held in the FAA clinic during February - American Heart Month - for all FAA and NTSB employees.

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Fasting is not required before screening. The total cholesterol is measured with a fingerstick blood sample, and the results are ready in three minutes.

All participants will receive educational literature, and individuals with at-risk levels will be given an appointment for counseling.

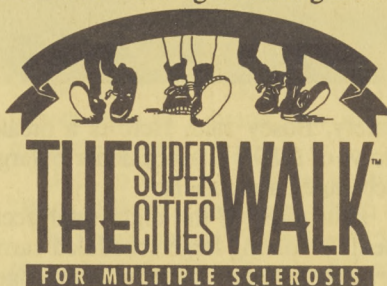
**Charity walk.** FAAers can join the fight against multiple sclerosis by taking part in the second annual Super Cities Walk for MS on *Sunday, April 1*.

There are two 20-kilometer routes.

Check in at either the Pentagon north parking lot in Virginia or Avenel Park, Potomac, MD.

Walkers are asked to get sponsors.

For a brochure, more information or to register, call 296-5363 or 466-6151. Both numbers are in the 202 area code and metro Washington calling area.



## Flightplan

**'Roots' author.** Alex Haley, author of *Roots*, is this year's honoree at the U.S. Coast Guard's third annual Black History Month Ball.

The formal affair begins at 6:30 p.m. on *Saturday, February 17*, at the Sheraton Washington Hotel.

For more information and tickets, contact Tami Wright or Valerie Brown, x72269.

## Feedback

**Veterans hoax.** When *Ken Colgate* of Flight Standards found a copy of a memo floating around FAA Headquarters telling veterans they are eligible for a dividend of up to \$528 on G.I. insurance, he decided to investigate.

The memo, with what looked like the American Red Cross logo, turned out to be a hoax.

Officials at the Veterans Center in Philadelphia told Ken to ignore the memo. Similar ones have cropped up in recent years, raising false hopes among veterans.

**Midnight ride.** Sharp-eyed *Mary McCourt* of Air Traffic spied an error in the January 16 *Intercom* that, luckily, didn't make the nation's children sad on Christmas Day.

In an item about DOT Secretary Sam Skinner approving Kris Kringle's flight certificate, an incorrect effective date

was listed due to a typographical error.

Santa ignored *Intercom's* mistake and flew the nation's airspace delivering gifts, including some to Mary's son Brian, on the right night, December 24 and the wee hours before dawn on December 25.

## Fast-Flowing Fuel Delivers Headaches

A delivery of diesel fuel, which overflowed a fuel tank in the northwest corner of the garage on A level, was the cause of some Headquarters FAAers' early exit from work on Friday, January 19.

Reports of obnoxious fumes in the building reached the Logistics Service at 9:30 a.m. The fuel's delivery was stopped immediately but not before the garage levels were awash in 1,700 gallons of diesel. Diesel fuel is used to power the building's fire pump system.

Responding to the spill were employees from Logistics, the General Services Administration and the District's fire department and hazardous materials division.

The fire department determined that building occupants were basically safe from the threat of fire if the vehicles in the garage were not started while in the standing fuel.

After meeting with the Administrator and executives in the AD complex, Brooks Goldman, Acting Executive Director for Policy, Plans and Resource Management, made an announcement that employees bothered by fumes were released from work, although cars in some areas of the garage could not be moved immediately.

Throughout the afternoon announcements were made updating the garage situation, and volunteers began pushing the remaining cars out of the fuel so that they could be driven out of the building.

A company was directed to remove the spill, a job that lasted throughout the weekend. Air tests were also performed.

By Monday morning the garage areas were basically back to normal.



U.S. Department of Transportation

Federal Aviation Administration

# Headquarters Intercom

## Top Accountants Western-Pacific Region Wins National Honor

When it comes to keeping track of numbers, FAAers who work for the Western-Pacific Accounting Branch are hard to beat.

After a nationwide competition among FAA's 10 accounting offices, the branch has been named the Accounting Office of the Year for the 1989 fiscal year.

"It was a team effort," says winning branch manager Frank Cantrell. "Everyone pitched in. They all deserve credit for their top performance."

The branch covers an immense geographical area since it is responsible  
*turn to Accountants on page 2*

**19D Billions and Billions.** The Bush Administration is asking Congress to boost FAA's 1991 fiscal year budget to \$8.278 billion.

That's a \$1.138 billion increase over the agency's current funding level.

*Turn to page 3 for details.*

**22K TNA in Miami.** Another high-tech bomb detecting device has been installed at Miami International Airport.

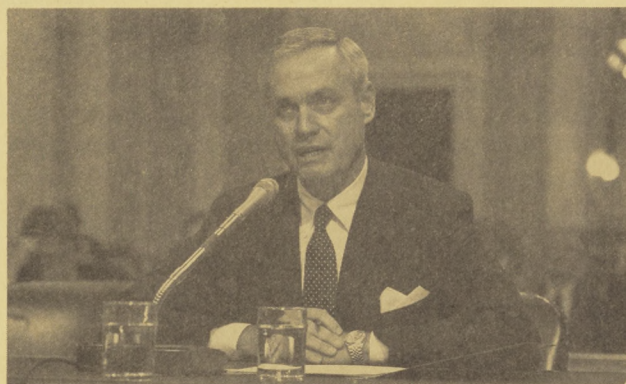
The advanced technology thermal

## Highlights

neutron analysis (TNA) machine is located in the Pan Am baggage area and is one of six bought by the FAA from a California firm, Science Applications International Corp.

The first TNA system went operational at the TWA terminal at New York's JFK International in September 1989.

*turn to Highlights on page 2*



HARRIS B/D

Barry Harris fields questions during January 30 Senate confirmation hearing on Capitol Hill. Harris, an instrument-rated pilot, said FAA's air traffic control system is 'the best in the world.'

Photos by Jay Carroll

## 'Remarkable' Relationship Barry Harris Meets the Senate

It's a relationship "remarkable in its mutual trust."

That's how Barry L. Harris, President Bush's choice for FAA's Deputy Administrator, described the working rapport between DOT Secretary Sam Skinner and FAA Administrator James Busey.

Harris was quizzed on aviation and the FAA at a January 30 Senate confirmation hearing.

*turn to Senate on page 4*



Senator Ford

## Academy Aims To Boost Teacher Quality 2/E

### Pay Increases, More Training on Tap for Instructors

To boost teaching quality at the FAA Academy in Oklahoma City, FAA is making several major changes to increase pay and training for current and future instructors.

Scheduled to kick off in late February, the new program is the result of a year-long study designed to improve the Academy's teaching staff.

FAA Administrator James Busey said the new initiatives will make the Academy even more important in the training of air traffic controllers, aviation safety specialists, airway facilities technicians and airport specialists.

Dr. H. C. McClure, the Aeronautical Center's director, said the actions will "improve the quality of our current and future workforce."

*turn to Academy on page 5*

## 1 Up, 2 Down

Headquarters elevator lobbies are sporting new signs reminding FAAers that it's a good idea to walk up one flight of stairs, or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

**Accountants** *from page 1*  
for accounting in both the Western-Pacific and Northwest Mountain regions.

The Western-Pacific Accounting Branch posted the highest combined score after a panel of other FAA accountants reviewed several categories of work performance.

In the near future, Ernest M. Keeling, director of the Office of Accounting, will present the branch with an award plaque during a ceremony.

All FAAers who worked in the branch during the award period are slated to receive individual certificates to recognize their contributions.

## Highlights *from page 1*

The equipment is capable of detecting all known military and commercial explosives, including the plastic explosives believed to have been used in the 1988 bombing of Pan Am flight 103 over Lockerbie, Scotland.

**Few Equipment Snags.** National Airspace System equipment problems accounted for only 2% of aircraft delays nationwide last year, according to an FAA yearend report.

Weather was the biggest culprit, causing 58% of delays during the 1989 calendar year.

Another 35% of delays was attributed to heavy aircraft volume at airport terminals and in airspace controlled by air route traffic control centers.

Closed runways and taxiways caused 3%, and miscellaneous events accounted for 2% of delays.

**Airway Pioneers.** The latest edition of *The Airway Pioneer* has been published by the Society of Airway Pioneers.

The 142-page book contains articles about FAA retirees, the early days of federal airways and a directory of society members.

The society is a volunteer, non-profit organization. Some of its members started their careers installing the radio stations and beacons for the Post Office's transcontinental airmail service in 1924.

Membership is open to employees

and retirees who have a minimum of 20 years of service with the CAA-FAA or the National Weather Service.

For more information, contact: The Society of Airway Pioneers, PO Box 4129, Redondo Beach, CA 90278.

**Busy Airports.** Chicago O'Hare remained the nation's busiest airport during 1989, according to FAA statistics.

Dallas/Ft. Worth and Atlanta Hartsfield were the next busiest of the 22 selected major airports whose operations the agency tracks closely.

Here's the count of total operations - takeoffs and landings - for the 1989 calendar year.

Chicago O'Hare: 788,235  
Dallas/Ft. Worth: 696,557  
Atlanta Hartsfield: 687,315  
Los Angeles International: 634,957  
Denver Stapleton: 464,922  
San Francisco International: 436,267  
St. Louis Lambert: 428,986  
Boston Logan: 423,095  
Miami International: 388,444  
Detroit Metro: 380,631  
Greater Pittsburgh: 379,362  
Las Vegas McCarran: 376,944  
Newark International: 375,865  
Philadelphia International: 375,051  
Minneapolis International: 370,313  
LaGuardia: 355,245  
Kennedy International: 338,435  
Washington National: 315,382  
Houston Intercontinental: 315,112  
Cleveland Hopkins: 263,554  
Kansas City International: 219,847  
Fort Lauderdale: 216,192

Of the top three, Dallas/Ft. Worth had the only gain, posting an 18,310 increase in operations from 1988 to 1989.

O'Hare's 1989 operations were off by 18,043 from the previous year while Atlanta Hartsfield's 1989 operations dropped by 88,683 compared to 1988.

Headquarters

**Intercom**

February 13, 1990  
No. 90-6

Pat Cariseo  
Pat Tomasetti  
Associate Editors

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The Federal Aviation Administration  
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Washington, DC 20591  
(202) 267-8521

**On the Move.** Jack Nager, manager of the Special Programs Integration Division, ANS-300, has moved to Hughes Aircraft Company, Fullerton, CA, for a one-year assignment under the President's Executive Exchange Program.

This year's program provides the 11 federal participants with continued



Jack Nager

opportunities for professional growth while promoting understanding and cooperation between business and government.

The assignment demands a high level of energy, creativity and commitment and allows

participants to get to know "the other sector" and to share this knowledge with their sponsoring agency.

Since the program's inception 20 years ago, the FAA has both sponsored assignments to industry and hosted executives from industry.

Nominees for the 1990-91 program will be solicited in February and March by the Senior Executive Resource Staff, AHR-20.

**Withholding Update.** A second recent increase in the earnings subject to FICA/Medicare withholding became law in December.

The 1990 base earnings for this withholding has been increased from \$50,400 to \$51,300. In 1989 the base was \$48,000.

The FICA rate of 7.65% and the Medicare rate of 1.45% remain unchanged, however.

**Performance Ratings.** The beginning date for FAA supervisors to start completing Performance Management System (PMS) ratings was February 1. Ratings assigned before that time were not authorized end-of-year ratings.

If an employee has not been in his/her current position or has not worked under the same standards and the same supervisor for at least 90 days as of March 31, an extended rating is necessary to meet the minimum 90-day

## \$1.138 Billion Increase in FAA Funding Proposed

1991 Request Envisions More Controllers, Inspectors, Security Personnel  
Higher User Fees Asked To Help Finance 16% Agency Budget Boost

The Bush Administration has asked Congress for \$8.278 billion for the FAA in the 1991 fiscal year, a \$1.138 billion, or 16%, boost over the agency's current funding level.

To fund the bigger budget, the administration wants to institute higher user fees. This would include increasing the airline passenger ticket fee from 8% to 10%.

FAA's final budget for the next fiscal year, which begins October 1, will be worked out later this year by Congress after a lengthy budget review process.

Here are highlights of the 1991 budget request:

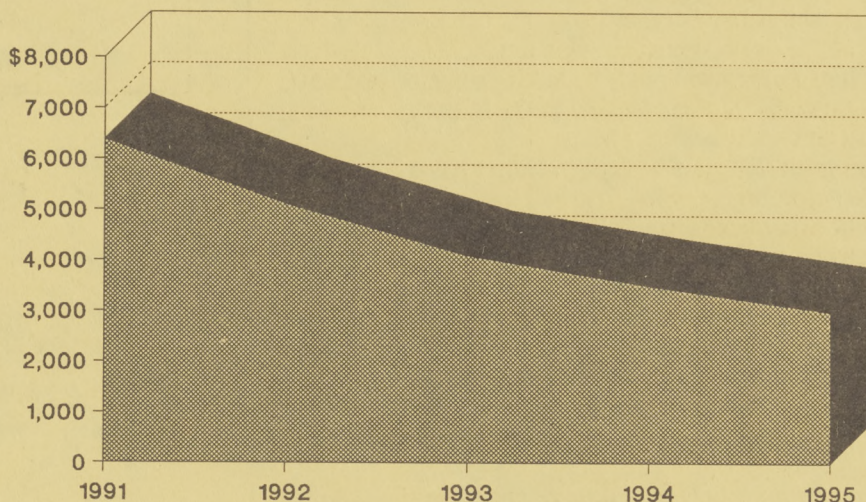
→ \$4.088 billion for operations, a \$264 million -- or 7% -- increase.

Some of the additional money is earmarked to provide 495 more air traffic controllers, 400 additional aviation inspectors and support personnel and 164 extra civil aviation security personnel. The budget proposal calls for a total controller employment of 17,495 in 1991.

→ \$2.5 billion for facilities and equipment, a boost of \$779 million -- or 45%.

→ \$190 million for research, engineering and development -- a 12% increase.

→ A \$1.5 billion obligation limitation for airport improvement grants -- a 5% rise. Proposed FAA reauthorization legislation for fiscal years 1991-95 would allow airports to levy



### Airport & Airway Trust Fund

Projected Uncommitted Balances  
Fiscal Year Amounts in Millions of Dollars

passenger facility charges.

This could significantly increase funds available for airport capacity projects by generating an estimated \$1 billion or more annually in local revenue, depending on the number and size of airports that opt to levy these charges and the level of the charges.

If approved by Congress, increases in aviation user fees to fund the larger FAA budget would include in addition to the rise in the passenger ticket fee: an increase in the freight waybill fee from 5% to 6%; a rise in the aviation gasoline fee from 12 cents to 15 cents a gallon; and jet fuel going from 14 cents to 18 cents a gallon.

These user-fee increases are expected

to add \$623 million in 1991. With expected air traffic growth, aviation trust fund revenues would increase by \$960 million in total.

FAA's 1991 budget asks Congress to increase spending from the trust fund by \$2.5 billion, \$1.6 billion more than the increase in revenues.

Therefore, by the end of fiscal 1991, the trust fund's uncommitted balance would drop 16%, to \$6.4 billion, compared to the projected level of \$7.6 billion in the 1990 fiscal year.

By the 1995 fiscal year, the trust fund's uncommitted balance would be cut by 53%, to \$3 billion.

appraisal period requirement.

In these cases, the appraisal is completed as soon as the 90-day requirement is met. Extended ratings may not be done later than June 28, however.

**Wednesday Deadline.** *Intercom* is published weekly.

The deadline for items is *no later than 11 a.m.* every Wednesday.

**What's the Difference?** What's the difference between a letter of commendation and a letter of appreciation?

Official letters of commendation are issued to employees by their immediate supervisor. They may also be given to other employees who worked in that supervisor's organization for 30 days or more. Normally these letters are

written officially to acknowledge high quality performance of duties, extra effort, consistent devotion to duty or above average accomplishment on a project or public relations assignment.

A letter of commendation is brief and specific. It states that it is, in fact, a letter of commendation and must

*more Highlights on page 4*

## Senate Quizzes Harris *from page 1*

Harris told senators that Skinner has given an "enormous amount of leeway" to Busey. He depends on the FAA chief to make agency decisions and relies on Busey for advice.

"The Secretary provides overall guidance," Harris said, "but on the day-to-day operations of the agency Admiral Busey is the Administrator."

Harris, 51, is no stranger to aviation.

An instrument-rated pilot, he has logged more than 500 hours annually in the past few years in both fixed-wing aircraft and helicopters.

During his 20 years of flying, Harris has accumulated 3,000-plus hours.

Maine Senator William Cohen, who introduced Harris to the Senate panel, praised Harris' "years of valuable experience in aviation" and "strong management skills."

Harris headed several companies and has experience in Massachusetts' state and local government and Boston radio and television broadcasting.

He attended Denison and Harvard universities and served in the U.S. Army. Currently he is an officer in the inactive Army Reserve.

Kentucky Senator Wendell Ford, chairman of the Aviation Subcommittee of the Commerce, Science and Transportation Committee, promised quick confirmation.

Ford made it a point to say the 1991 FAA budget proposal to boost aviation user fees faces a "hard look" by Congress. Ford also said he will push his legislation to make the FAA an independent agency.

During the hearing, Harris also answered questions on the air traffic control system, which he called "the best in the world."

Other issues raised included aging aircraft, the foreign repair station rule, aviation security, aviation system capacity and human factors.

## Highlights *continued from page 3*

indicate that a copy will be placed in the employee's official personnel folder. The original is always presented to the employee.

Letters of appreciation are informal letters from a supervisor to an individual employee or group of employees, expressing appreciation for efforts on a particular project or for performance under adverse conditions.

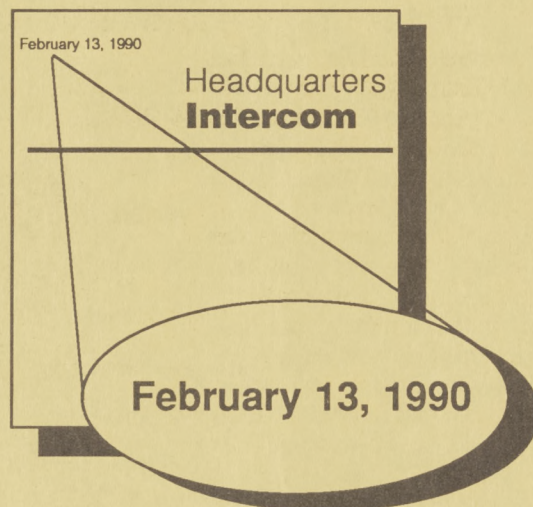
These letters are effective morale builders but are not officially filed in the employee's OPF. Letters of appreciation are appropriate for acknowledging, for example, employee activities in employee participation groups.

The principal distinction between the two is that a letter of commendation is an official commendation of employee contributions given by the immediate supervisor or project supervisor.

A letter of appreciation is an expression of thanks which may cross supervisory and organization lines.

*Thanks to Robyn Collyer, an employee relations specialist in the Northwest-Mountain Region, for this explanation.*

## Check the date!



## Take a Few Minutes

If you're a Headquarters FAAer, please take a few minutes to give us some help.

To pinpoint problems in the distribution of the *Intercom* and other information sent to all Headquarters employees, take a look at this issue, and check the date on the upper left-hand corner of page 1.

You should have received this issue *on or about February 13.*

Just fill out the form below, and then send it to the *Intercom*, APA-300, in a holey envelope.

Thanks for your cooperation.

I received the February 13  
issue of *Intercom* on:

Your routing symbol:

Send to: Headquarters *Intercom*, APA-300

## Academy Changes Zero in on Instructor Quality *continued from page 1*

Major points of the new program include:

→ Grade and pay promotions for instructors and supervisors to give them pay equity with their operational counterparts at busy airports and air route traffic control centers.

→ Tuition assistance for instructors and supervisors to increase instructor, managerial and technical training opportunities.

→ Formalized recruitment and selection designed to get the best instructors in the system. Instructors will be picked for multiple skills including human relations factors.

Instructors must have recommendations from top management in the field to be named to the FAA Academy staff.

→ Annual two-week technical and organizational "field assignments" at operational facilities throughout the

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***Sometimes top instructors were reluctant to come to the Academy because they were forced to take pay and rank downgrades.***

---

country to make sure instructors and supervisors are current in operational techniques.

Many times in the past, top instructors were reluctant to come to the Academy because they would be forced to take pay and rank downgrades, according to McClure, who said the new program "eliminates this problem."

The Academy currently has more than 650 instructors and supervisors who are FAA employees. Of these, 475 are actual instructors.

Approximately 290 will receive upgrades in the planned overhaul of the grade and pay structure, according to McClure.

In addition, the Academy uses about 550 contract instructors and supervisors. These numbers fluctuate as class size goes up and down, based on regional demand.

The last major change in the instructor grade structure came almost 20 years ago.

About 28,000 students are scheduled for training this year. That number is expected to grow to more than 30,000 next year.

To aid in the expansion, a new training facility, the Thomas P. Stafford Building, is under construction at the Aeronautical Center.

*Special thanks to John Clabes of the Aeronautical Center for this report.*

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## 800 Independence Avenue, SW

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### Healthbeat

**Give blood.** A blood drive is scheduled for *Wednesday, February 28*, from 9:30 a.m. to 2:30 p.m. in FAA Headquarters rooms 9AB&C.

**Insurance update.** New legislation, effective January 1, provides for temporary continuation of health insurance coverage for certain former employees and family members.

Except in cases of job loss because of gross misconduct, this coverage will be extended to employees who leave their jobs, children who lose coverage under a family plan and former spouses.

Those who enroll for temporary continuation of coverage are required to pay the full cost of health insurance, both the employee and government share, and a 2% administrative charge.

For more information, contact Ida Mack or Barbara Claytor, x78916.

**Charity walk.** FAAers can join the fight against multiple sclerosis by taking part in the second annual Super Cities Walk for MS on *Sunday, April 1*.

There are two 20-kilometer routes. Check in at either the Pentagon north parking lot in Virginia or Avenel Park, Potomac, MD.

Walkers are asked to get sponsors.

For a brochure, more information or to register, call 296-5363 or 466-6151. Both numbers are in the 202 area code and metro Washington calling area.

**Food volunteers wanted.** Curious about your eating habits? Are you eating to your heart's content? If so, the FAA Headquarters Health Clinic and the Lipid Research Clinic (LRC) at George Washington University are

recruiting 120 FAA volunteers to study data-gathering techniques about your eating habits.

The LRC has developed a short questionnaire to find out what you are eating on your usual diets. This study will determine if the LRC questionnaire reveals as much about your diets as a more time-consuming method.

What's involved? First, a group session with a nutritionist during which you will fill out the LRC questionnaire and also learn how to keep a 4-day record of what you eat.

Second, turn in the 4-day record at the FAA Health Clinic. The staff will forward it to the University of Minnesota's Nutrition Coordinating Center (NCC), which houses the nation's gold standard for computer analyses of diets.

Third, several weeks later, have personal appointments in the clinic with a nutritionist to review NCC analyses and discuss the desirability of dietary changes, if any.

So, one-hour or less of your time assists in evaluating this potentially valuable questionnaire and provides you with information on which to make decisions about personal dietary habits. No charge is involved.

You can sign up for group and personal sessions in room 327. The initial group session will be held at noon, *Wednesday, February 14*. Other sessions are planned.

**Upcoming events.** Submit items to the *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

Deadline is *no later than 11 a.m.* every Wednesday.

## Feedback

**Security tip.** Always check the identification of any stranger who comes to your office to do repair or other type of service work.

If you think it's necessary, call the repair company and ask if they have a work order for your office and who is authorized to do the work.

Be cautious. Uniforms or patches with a company's or person's name can look authentic but can be stolen or imitated by determined thieves.

Don't allow government property to be removed "for repairs" without a written order that includes the repair



Graphic and tip courtesy of General Services Administration

company's name, address and telephone number, plus the name of the person in your organization who requested the repairs.

Before you let a repairperson remove equipment or furniture, verify the repair request with the person who authorized it.

## Flightplan

**Aviation safety.** FAA kicks off a five-year safety program this month which aims to cut the general aviation fatalities.

Called "Back to Basics II," it will be highlighted at a special symposium at the National Air and Space Museum on *Monday, February 26.*

FAAers are invited to the kickoff event, co-sponsored by the AOPA Air Safety Foundation.



## British Visitor

FAA's huge projection aircraft situation display (ASD) gets a real hands-on inspection from Cecil Parkinson, Britain's Secretary of State for Transport. Parkinson was in Washington recently and received a tour of the sixth-floor Air Traffic System Command Center, formerly Central Flow Control. Bill Byberg, the facility's assistant manager, shows Parkinson how it works.

It begins at 7 p.m. in the museum's Samuel P. Langley Theater and features FAA Administrator James Busey; comments by former FAA Administrator Donald Engen, current president of the AOPA Air Safety Foundation; a film on aircraft icing; and the introduction of a brand new information program for general aviation maintenance technicians.

**New date.** As part of February's Black History Month, FAA is hosting internationally renowned soloist the Reverend Wintley Phipps and noted soloist Patricia Barnes on *Tuesday, February 27.*

This is a date change from the previously announced performance.

Come hear them at 10:30 a.m. in the third-floor auditorium.

The event also features remarks by FAA Administrator James Busey.

Everyone is also invited to hear the U.S. Navy Commander's Combo, a jazz group, play *Tuesday, February 27*, at 11:30 a.m. in the first-floor lobby.

**Coalition meetings.** The Headquarters chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its monthly meetings, March through June, on the following dates: *March 5, April 2, May 7 and June 4.*

The *Monday* meetings are from 12 noon to 1 p.m. in conference rooms

8AB&C. Contact Marcia Adams, x73488, for further information.

On *Tuesday, March 6*, the second in a series of "brown bag lunches" will be held from 11:00 a.m. to 12 noon in rooms 9A&B. All NBCFAEers are encouraged to attend and get acquainted with the membership.

Contact Margarete Berrios, x78757.

**FWPC meetings.** Monthly meetings are set for the Federal Women's Program Committee (FWPC) for March through the end of 1990.

So check your calendar and reserve the following *Wednesdays* from 11 a.m. to 1 p.m. for the meetings: *March 7, April 4, May 2, June 6, July 11, August 1, September 5, October 3, November 7 and December 5.*

The meeting place is the Civil Rights conference room.

For further information, contact Marcia Adams, x73488.

**Golf enthusiasts.** Interested in opportunities to play golf at courses in resort areas in Virginia, across the country and around the world?

The Virginia State Golf Association, the American Lung Association of NC (for Pinehurst, NC, area courses) and the Golf Card offer players just such opportunities.

Golfer Roger Martino, AMC-100, x78506, knows about the plans and is willing to share his information.

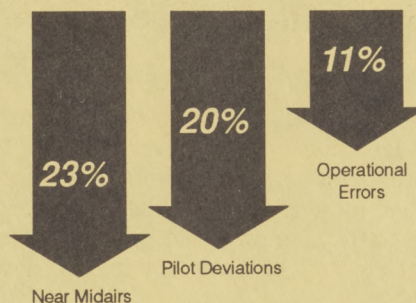
## '89 Aviation Stats Point to Safer Skies

Key aviation safety indicators improved significantly in 1989 as near midair collision reports (NMACs), operational errors by air traffic controllers and pilot deviations continued their downward trend.

For the 1989 calendar year, near midair collision reports by pilots dropped 23% compared to 1988, from 710 to 548.

Reports on pilot deviations also showed a significant decline, down 20%. Preliminary data indicate 2,361 pilot deviations compared to 2,957 recorded in 1988.

Controller operational errors were off by 11%. There were 925 operational errors in 1989, down from 1,037 in the previous year.



February 20, 1990

  
 US Department  
 of Transportation  
**Federal Aviation  
 Administration**

# Headquarters Intercom

III 3.2.29

## Tough Week

Air traffic accident investigators pore over scores of charts and piles of information following the fatal crash of Avianca Flight 052 on its approach to Kennedy Airport on January 25.

It was a tough week for Dave Archung, manager of the Accident Investigation Branch (ATH-210) at Headquarters, as he and some other investigators worked long hours compiling air traffic data on the Colombian airliner crash and other air accidents.

Helping Dave, seated, are accident investigation specialists Gene Queri, Sam Goldstein and Ed Strong. Says Dave, "I'd rather be in Dallas," recalling his lengthy temporary duty during the trial surrounding the 1985 crash of a Delta L-1011 at Dallas-Ft. Worth International. His staff agrees.



Photo by Lance Strozier

**Read It...** and recycle it. Beginning next week, *Intercom* is changing its color from the familiar orangish buff to white. It's all for a good cause.

After reading the newsletter, put it in one of the building's recycling boxes.

**Ruffled Feathers.** A small Arkansas town's annual tradition of tossing live turkeys from an airplane has ruffled the feathers of the Humane Society, prompting it to ask the FAA to investigate. Turn to page 4 for details.

**Aviation Puzzle.** FAAer Geoff McIntyre has come up with a crossword puzzle to test your aviation wits. Check it out on page 3.

## Highlights

**New Look.** The bulky look is out, at least for FAA's Statement of Earnings and Leave (SEL). On the horizon is a new laser-printed form on standard

## Frightening Odyssey Ending Controller Connection Pays Off for Refugee

24W

The long, dangerous odyssey of a Vietnamese refugee, whose Oklahoma City air traffic control training helped save his life, is almost over.

Nguyen dam Thanh, currently in a Philippine refugee camp, has received U.S. government okay to settle in the San Francisco area in April.

It all started in late 1987 when he and 72 other refugees fled Vietnam by boat and headed for the open sea and a hope of freedom.

The grim sea voyage almost ended in catastrophe when fate and a friendly "Sooner" stepped in.

Nguyen had attended the FAA Academy in Oklahoma City as part of his training as a South Vietnamese air traffic controller.

Off the Malaysian coast, Nguyen spotted an oil rig and yelled for help from a shabby wooden boat.

Here's how Nguyen recounts it.

"I climbed to the forward bow, shouting for help. Some Malaysian workers turn to **Odyssey** on page 3

letter-size, 8 1/2"-by-11" paper.

The basic SEL format remains the same, but the larger, bulkier carbon set is out.

The new form will highlight net pay and separate current pay period and pay adjustment information to make it more readable.

The information will be printed in portrait-style (across the narrow portion of the paper) as opposed to current

turn to **Highlights** on page 4

## Tracking Aircraft over Millions of Square Miles of Ocean

### Oakland Air Route Traffic Control Center Gets New Technology, New York Next

New technology to help air traffic controllers track aircraft over huge expanses of the northern Pacific Ocean is up and running at the Oakland Air Route Traffic Control Center.

The New York center is next in line

for the new equipment later this year.

On January 23 Western-Pacific Regional Administrator Jerold Chavkin dedicated the first automated air traffic control system over the ocean and called it a "major milestone" to boost flight

safety and increase capacity.

Named ODAPS for oceanic display and planning system, it gives controllers many of the tools already available in overland control, including computer generated situation display, automated printing of flight plan data, automated communication with Aeronautical Radio, Inc., and automated sending of flight plan data to other domestic air traffic control centers.

ODAPS' debut at the Fremont, CA, facility and the plan to install it at the New York center is a step toward FAA's goal of using sophisticated satellite technology over millions of square miles of Atlantic and Pacific ocean airspace.

In 1992, the agency plans to add real time aircraft position reporting at both Oakland and New York centers by using automatic dependent surveillance (ADS) satellite technology.

In 1993, FAA is scheduled to add to the system direct communications links between pilots and controllers.

An automated conflict probe tool will be added at the two centers allowing controllers to verify traffic situations hours in advance. It may allow them to grant direct routes that are more fuel-efficient.

When finally in place, the new oceanic system may also allow controllers to reduce aircraft separation distances while maintaining safety and increasing the number of aircraft that can use the most preferred routes.

SKINNER

## Message from the Secretary

### Meeting Challenges, Striving To Make 1990 Better

A year ago, I was sworn in as the tenth Secretary of Transportation. Though new to the Department, I knew I would be working with a capable and professional team. You have proven yourself tenfold, and much of the credit for our accomplishments goes to you.

We set out to rebuild and maintain our nation's infrastructure, and today we are about ready to release a comprehensive strategic National Transportation Policy for the 21st Century. We said we would work to keep our nation's aviation system both safe and competitive, and we issued the first in a projected series of FAA Airworthiness Directives dealing with the safety of our senior aircraft designs.

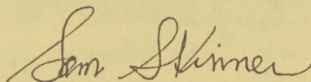
We have renewed our commitment to a deregulated airline industry with a free flow of capital between countries. We set out to be in the forefront against terrorism, and today there is a new rule requiring U.S. airlines to use automated explosives detection systems to screen luggage at the most heavily used international airports here and abroad. We also said we would do everything we could to stop the flow of drugs in this country, and today there are DOT regulations requiring random drug testing for millions of employees holding safety-sensitive positions in transportation industries across the country.

We also had some unforeseen challenges with the Valdez oil spill, Hurricane Hugo and the Loma Prieta earthquake. Thanks to the hard work and dedication of this Department, we were able to reach out and help disaster-hit communities throughout the nation.

As we enter into the next decade, greater challenges lie ahead. Soon, the National Transportation Policy will be released. This will be a set of guidelines, a framework to help federal, state and local officials and the private sector make strategic decisions for America's future transportation needs.

Other actions this year will include releasing our comprehensive study of airline competition, a push for the policy regarding greater access by foreign airlines to more U.S. cities, an effort to encourage and facilitate more commercial space launches, a comprehensive review of maritime policy, further research on high speed rail and mag-lev and support for legislation to make public transportation more accessible to the disabled traveler.

We had a good year in 1989. Let's strive to make 1990 even better.



Headquarters

**Intercom**

February 20, 1990  
No. 90-7

Pat Cariseo  
Pat Tomasetti  
Associate Editors

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## Odyssey *from page 1*

in yellow helmets waved me off. 'Get going, get going, Malaysia is right ahead.'

"I kept insisting for help when a tall figure in yellow overalls shouted down in perfect English: 'Hey, you there, how come you speak good English?'"

Nguyen recalls yelling back: "Oh, sir, I went to school in the States in Oklahoma City. For God's sake, please help us. We just can't go any farther, all exhausted, no more water. Please help!"

"Oh, I'm from nearby Tulsa!" exclaimed the surprised American platform worker. "Now you just hold tight to this line."

Nguyen grabbed the rescue rope, shut his eyes and held on until his feet hit the

**'We just can't go any farther, all exhausted, no more water... I won't forget you, the FAA Academy and Oklahoma.'**

Nguyen dam Thanh

hard metallic floor of the platform.

Then baskets were lowered to the boat. Children climbed in first, then women and men were plucked from the South China Sea.

Without his Oklahoma connection, Nguyen believes, "all 73 of us would have gone to the bottom of the sea..."

Nguyen was first settled in a refugee camp on an island off the coast of Malaysia and then moved to another camp in the Philippines.

At the end of last year, Nguyen sent John Clabes of the Aeronautical Center's Public Affairs Office a Christmas card heralding his good news and again thanking people for their help.

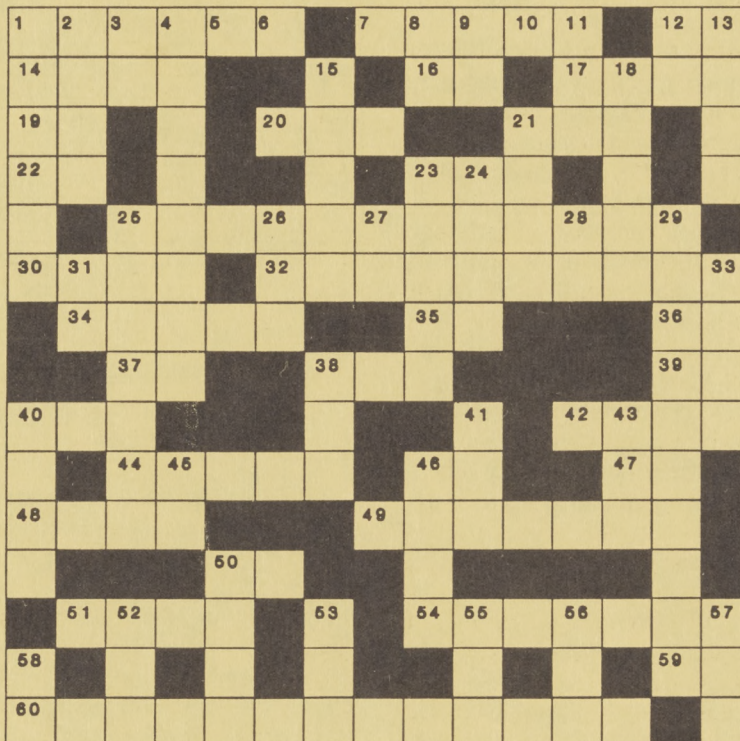
The Public Affairs staff had supplied Nguyen's benefactors, an Oklahoma City couple, with information about Nguyen's controller training.

"I won't forget you, the FAA Academy and Oklahoma," Nguyen wrote Clabes.

## Test Your Aviation Smarts

Geoff McIntyre seems to be always thinking about aviation, even at home where he recently came up with this crossword puzzle. Most of the items test the aviation smarts of FAAers.

Geoff, a special assistant in Advanced Design and Management Control (ADM-4), promises to share the solution next week.



### Across

1. NAS requirements (abbr)
7. Weather monitor (abbr)
12. Crandall's airline
14. Airports organization (abbr)
16. See 12 across
17. See 14 across
19. Foreign language (abbr)
20. Navigation group (initials)
21. Toronto airport site (abbr)
22. Eastern state (abbr)
23. Security agency (abbr)
25. Legendary AT controller
30. Economic concern (acronym)
32. Wind instrument
34. Regulatory note (abbr)
35. Hong Kong administration (abbr)
36. Western state
37. Wind direction
38. Location of 29 down
39. Measure (abbr)
40. Aviation advocacy group
42. Concern of 54 across (abbr)
44. Airline concern, see 24 down
46. Fuel organization (abbr)
47. Large group of FAAers (abbr)
48. \_\_\_\_\_ position
49. Greatest public works project since Apollo
50. Continent (abbr)
51. Safety organization (abbr)
54. FAA human factors guru
59. British engine manufacturer (abbr)
60. Aging aircraft program catalyst

### Down

1. Operations research tool
2. Aircraft organization
3. Southern state
4. See 1 down
8. California city
9. Boeing headquarters
11. Scandinavian carrier
12. See 12 across
13. Futuristic airspace management (acronym)
15. Navigation method
18. Traffic \_\_\_\_\_
21. Missile type (abbr)
23. New airport concern (acronym)
24. Airport resource mgmt tool
25. Soviet constellation
26. Viet \_\_\_\_\_
27. U.S. engine manufacturer (abbr)
28. Large group of FAAers (abbr)
29. R&D facility (abbr)
31. \_\_\_\_\_ or off
33. Campus military
38. Key NAS component (abbr)
40. Pilot's organization
41. U.S. constellation
43. Our agency
45. Airy (abbr)
46. U.S. Treasury organization
50. See 40 across
52. Avionics manufacturer concern (abbr)
53. Frequency regulatory agency (abbr)
55. DOD front office (abbr)
56. Religious taboo
57. Age (variation)
58. See 12 down

## Highlights *from page 1*

landscape-style (across the wide portion of the paper).

FAAers should begin receiving the new SEL about April 17, the pay date for pay period 90-08 (March 25 through April 7).

**Performance Appraisals.** It's time to begin completing performance appraisals for employees covered under the Performance Management System.

The appraisal cycle runs from April 1, 1989, through March 31, 1990.

Completed appraisals must be submitted to the Employee Relations and Career Development Branch, AHR-140, no later than May 15.

All GS and Prevailing Rate employees as of March 31, 1990, must have a completed performance appraisal.

If a performance rating cycle must be extended, it may not go beyond June 30 and must be submitted to AHR-140 by July 5.

Employees are reminded that their permanent position, region and pay plan as of March 31 determines, if eligible, their performance award payout.

Changes in any of these items prior to March 31 may affect their payout.

STATEMENT OF EARNINGS AND LEAVE									
Current Pay Period					Adjustment				
Description	MS	MT	AMOUNT	Description	MS	MT	AMOUNT	NUMBER ADJ.	
A BC 001 2345 TRANSPORTATION, DOT C 6789									
EARNINGS AND DEDUCTIONS									
REGULAR	SD	00	1733.80						
PROFIT SHARING			12.75						
DEFERRED COMPENSATION			12.75						
RETIRED PAY			12.75						
TRAVEL EXPENSE			104.75						
TRAVEL REIMBURSEMENT			104.75						
NET PAY ***** 1733.80									
YEAR TO DATE PERIOD INFORMATION									
REGULAR	MS	MT	AMOUNT	REGULAR	MS	MT	AMOUNT	REGULAR	MS
SD	00		1733.80	SD	00		1733.80	SD	00
ACCUMULATIVE INFORMATION									
REGULAR	MS	MT	AMOUNT	REGULAR	MS	MT	AMOUNT	REGULAR	MS
SD	00		1733.80	SD	00		1733.80	SD	00
LEAVE INFORMATION									
LEAVE	MS	MT	AMOUNT	LEAVE	MS	MT	AMOUNT	LEAVE	MS
SD	00		1733.80	SD	00		1733.80	SD	00
OTHER INFORMATION									
LEAVE-DENYAL									
1733.80									

This is a miniature version of the new SEL. It will be laser-printed on standard-size paper.

**Per Diem Increase.** New per diem rates went into effect on January 21 in certain existing and new per diem localities.

The new rates were listed in the January 19 *Federal Register*, Volume 55, Number 13.

The standard continental United States per diem rate of \$66 remains the

same. The meals and incidental expenses (M&IE) rate listed for Chicago and Saratoga Springs, NY, should read \$34.

**Security Tip.** Always check the identification of any stranger who comes to your office to do repair or other type of service work.

If you think it's necessary, call the repair company and ask if they have a work order for your office and who is authorized to do the work.

Be cautious. Uniforms or patches with a company's or person's name can look authentic but can be stolen or imitated by determined thieves.

Don't allow government property to be removed "for repairs" without a written order that includes the repair company's

name, address and telephone number, plus the name of the person in your organization who requested the repairs.

**Three Weeks, Please.** Submit items for the *Flightplan* section of upcoming events at least three weeks in advance of the event. Bring the item to room 908, or call x78521.

## FAA Investigating Aerial Turkey Tossing at Arkansas Festival

### *Bird Drop Angers Humane Society*

An Arkansas town's yearly practice of throwing live turkeys from an airplane has ruffled the feathers of the Humane Society of the United States.

At the society's request, Southwest Region Flight Standards FAAers are investigating the annual October "Turkey Drop" in Yellville -- a small town with a population of slightly more than 1,000.

According to published reports, Yellville drops 10 to 12 wild turkeys from a plane every year, giving townspeople a chance to catch one and take it home to eat.

Last year, the aerial "Turkey Drop" was renamed "Turkey Release" by the town. It is a highlight of Yellville's Turkey Trot Festival -- an event to recognize the popular Arkansas hunting bird.

The Humane Society sent FAA a newspaper story claiming that some of the turkeys were pushed out of the plane at 1,000 feet and reached speeds of up to 50 miles an hour before hitting the ground.



A live turkey is tossed from an airplane in the skies over Yellville as part of the town's annual Turkey Trot Festival.  
Photo by Ray Fairall

## Healthbeat

**Give blood.** A blood drive is scheduled for *Wednesday, February 28*, from 9:30 a.m. to 2:30 p.m. in FAA Headquarters rooms 5AB&C.

**Charity walk.** FAAers can join the fight against multiple sclerosis by taking part in the second annual Super Cities Walk for MS on *Sunday, April 1*.

There are two 20-kilometer routes. Check in at either the Pentagon north parking lot in Virginia or Avenel Park, Potomac, MD.

Walkers are asked to get sponsors.

For a brochure, more information or to register, call 296-5363 or 466-6151. Both numbers are in the 202 area code and metro Washington calling area.



**Stressed out?** Help yourself feel better by contacting FAA's Employee Assistance Program (EAP).

It's easy. Just call Jerry Meade, FAA's EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room 327, and asking for the EAP counselor.

Services are confidential and are also available to immediate family members of FAAers.

## Flightplan

**Safety kickoff.** FAA kicks off a five-year general aviation safety program, "Back to Basics II," at the National Air and Space Museum on *Monday, February 26*.

FAAers are invited to the event, which begins at 7 p.m. in the museum's Samuel P. Langley Theater.

**Art contest.** Youngsters with an artistic flair can win national and international recognition for their talents by entering the 1990 International Aviation Art Contest, sponsored by FAA and the National Aeronautic Association in cooperation with the Federal Aeronautique Internationale.

All entries must be postmarked by *April 16* and received no later than *April 20*.

Nine awards will be given to children, ages 5 through 16, in three categories. This year's theme is "Silent Flight."

The contest is open to all children including those of FAAers and other contest sponsors.

For additional information, contact Connie Housewright, Public Affairs, x73469.

**Black soloists.** As part of February's Black History Month, FAA is hosting internationally renowned soloist the Reverend Wintley Phipps and noted soloist Patricia Barnes on *Tuesday, February 27*.

Come hear them at 10:30 a.m. in the third-floor auditorium.

**Jazz combo.** Everyone is also invited to hear the U.S. Navy Commander's Combo, a jazz group, play on *Tuesday, February 27*, at 11:30 a.m. in the first-floor lobby.

**Coalition meetings.** The Headquarters chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its monthly meetings, March through June, on the following dates: *March 5, April 2, May 7 and June 4*.

The *Monday* meetings are from 12 noon to 1 p.m. in conference rooms 8AB&C.

Contact Marcia Adams, x73488, for further information.

On *Tuesday, March 6*, the second in a series of "brown bag lunches" will be held from 11:00 a.m. to 12 noon in rooms 9A&B. All NBCFAEers are encouraged to attend and get acquainted with the membership.

Contact Margarete Berrios, x78757.

**FWPC meetings.** Monthly meetings are set for the Federal Women's

Program Committee (FWPC) for March through the end of 1990.

So check your calendar and reserve the following *Wednesdays* from 11 a.m. to 1 p.m. for the meetings: *March 7, April 4, May 2, June 6, July 11, August 1, September 5, October 3, November 7 and December 5*. The meeting place is the Civil Rights conference room.

For further information, contact Marcia Adams, x73488.

**1 up, 2 down.** Headquarters elevator lobbies are sporting new signs reminding FAAers that it's a good idea to walk up one flight of stairs, or down two.



It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

**Right number?** At FAA Headquarters, Management Systems administers the distribution of the *Intercom* on an "all employee count" basis.

This means that each employee should receive one copy.

If your office is not receiving the proper number of newsletters, it may not be getting the right number of other mailings.

Contact Bernida Williams in Management Systems, x78735, or the distribution representative for your office or service to update your organization's distribution.

**Report fraud.** In its campaign against wasteful and illegal practices, the DOT Inspector General is urging FAAers and all DOT employees to report fraud, waste, theft and abuse to its hotline.

Employees may remain anonymous, and the information given is kept confidential.

To reach the Inspector General's Hotline, call the following numbers:

Toll Free: 1-800-424-9071  
Washington, DC  
(202) 366-1461

Information can also be sent to:

Office of Inspector General  
U.S. Department of Transportation  
PO Box 23178  
Washington, DC 20026-0178

20A

## People

**Future MD.** Alice Singer, who is the sixteen-year-old daughter of Michael Singer, System Engineering Staff manager, AAF-4, was notified recently that she was a winner in the 1990 American Heart Association Student Science Program.



Alice Singer

With a score that ranked her among the top ten students taking the exam for the program this year, she was offered a seven-week summer internship in a research laboratory at either the National Institutes of Health or the Uniformed Services University of the Health Sciences. In addition to this opportunity to gain invaluable research and laboratory experience, she will be awarded \$500.

Alice, an Honors Program 11th-grader at Walter Johnson High School in Bethesda, plans on becoming a medical doctor.

## Feedback

**Spare tires.** Those tiny, mini spare tires in vehicle trunks often end up being dumped in already crammed landfill sites.

That's one finding of a term paper by John Nigro, APS-11.

For the 94 Headquarters FAAers who helped John by answering a questionnaire as part of the University of Maryland Graduate School's vehicle temporary spare tire study, his report is available from the DOT library.

It's called "External Feedback: Influencing Management's Decision to Include Regular-Size Spare Tires in Vehicle Cargo Spaces."

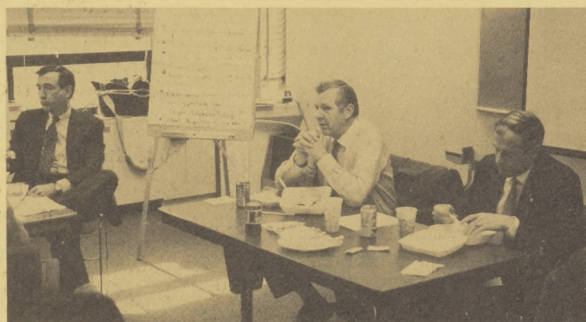
The term paper says manufacturers should redesign cargo spaces to accommodate regular-size spare tires. That would cut down on unnecessary waste in landfills, the report says.

**Wednesday deadline.** *Intercom* is published weekly. The deadline for items is no later than 11 a.m. every Wednesday.

During a working lunch, Administrator James Busey told FAAers that he's committed to TQM.

He was accompanied by his special assistant John Burt.

At the left is John Kirkpatrick, one of the seminar's instructors.



FAAers are beginning to hear a lot about Total Quality Management - TQM for short.

TQM is not a program. It is an emerging management philosophy that emphasizes quality improvement and has the support of FAA Administrator James Busey.

TQM has been defined as a "strategic, integrated management system for achieving customer satisfaction. It involves all managers and employees

## TQM

*A Management Philosophy Aimed at Improving Quality*

and uses quantitative methods to improve an organization's process continuously."

To put it more simply, the basic principles of TQM include achieving customer satisfaction, giving everyone responsibility and making continuous improvement.

TQM was the focus of a three-day seminar last month sponsored by the Office of Management Systems.

The seminar targeted a cross section of senior FAA officials, from associate administrators and regional administrators to division managers.

Busey joined the group for a working lunch on the last day of the seminar to discuss TQM's management philosophies and his commitment to the process.

The Federal Quality Institute is the government's center for TQM education. It is headed by John Franke, a former assistant secretary for administration at the USDA.

In a quick definition, Franke says, "It's getting your people and your organization in the position to do everything right the first time."



FAA senior, service and division managers attended a three-day TQM seminar in Rosslyn sponsored by the Office of Management Systems.

Photos by Lance Strozier



U.S. Department of Transportation  
**Federal Aviation Administration**

# Headquarters Intercom

## An Aviation Saga From Stowaway to First Black Fighter Pilot

In World War I, the U.S. Army Air Service slammed the door on blacks who yearned to pilot airplanes.

Yet African-American Eugene Jacques Bullard holds the title as the world's first black fighter pilot.

He won a place in aviation history only because he was in France during World War I.

The saga of Bullard, who until recently was thought to be the world's first black airplane pilot, recalls America's bleaker days.

As a youngster, he felt forced to flee the United States to gain freedom from race prejudice.

But Bullard never gave up American citizenship despite numerous honors from the French.

In a lavish New York ceremony in 1959, just two years before he died, Bullard became a knight of the French Legion of Honor.

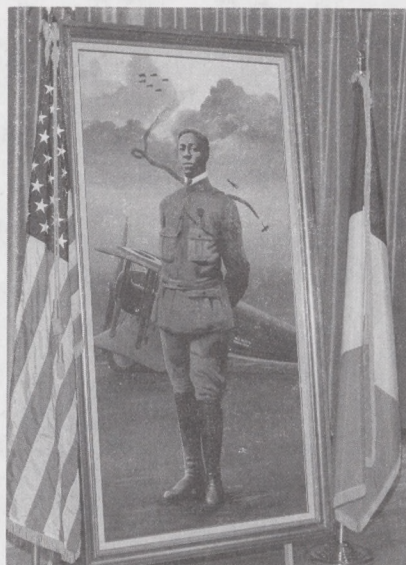
Bullard's achievements and those of other black history makers were chronicled as the FAA commemorated Black History Month.

### Tracking Black Aviation Milestones FAA's Historian at the Smithsonian

Ted Robinson, an authority on black aviation history, has been researching Eugene Bullard and other black leaders in aviation.

Robinson, assistant manager of the Teterboro Flight Standards District Office in New Jersey, finishes a two-year stint in September as a "visiting historian" at the National Air and Space Museum.

turn to Robinson on page 3



American and French flags flank this portrait of Corporal Eugene Bullard on display in an Air Force museum in Montgomery, AL.

Bullard's life is part of an exhibit in the FAA Headquarters lobby.

Bullard was born in Columbus, GA, in 1894. By the age of eight he had witnessed his uncle's lynching and his father's near lynching by racist mobs.

Remembering his father's words – "In France a man is accepted as a man regardless of the color of his skin" – Bullard left home in search of France although he was torn between family loyalties and freedom.

For two years he wandered through

turn to First on page 3

**Recycle It.** The familiar orangish-buff colored *Intercom* is gone.

This new white color allows it to be recycled.

After reading the newsletter, put it in one of the building's recycling boxes.



**On the Move.** Darlene Freeman has been named Deputy Associate Administrator for Aviation Standards, AVS-2, a new post.

She is second-in-command of the organization responsible for the Offices of Civil Aviation Security, Avia-

## Highlights

tion Medicine and Accident Investigation and the Aviation Standards National Field Office.

Since May 1988 Freeman served as Deputy Director of the Office of Civil Aviation Security.

Prior to that, she was Regional Counsel for the Eastern Region, the first turn to Highlights on page 2

## Remembering Sioux City's Help Scholarships, Grants and Memorial in the Works

Sioux City residents, whose quick response to the crash of a United DC-10 last summer helped save dozens of lives, are remembering the disaster by building a memorial and funding scholarships and grants to improve emergency preparedness.

A special committee to commemorate the community's response to the turn to Scholarships on page 4

## Highlights *from page 1*

woman to hold the position of an FAA regional counsel.

From 1987 to 1988 she served as special counsel to the FAA Administrator.

Freeman joined the FAA in 1977 as an attorney in the Office of the Chief Counsel. She was graduated magna cum laude in 1972 from Trinity College in Washington, DC, and was elected to Phi Beta Kappa.

A native of Puerto Rico, she received her law degree from the Georgetown University Law Center in 1977.

**Another Resource Center.** FAA officials and state educators dedicated another Aviation Education Resource Center on February 12.

The new center at Bridgewater State College in Massachusetts is the state's first and the third in the New England Region.

There are currently 18 centers in 14 states with more on the way.

The dedication coincided with Aviation Education Awareness Week in the state.

A proclamation issued by Governor Michael Dukakis emphasizes that "it is essential to acquaint young people ...with the full potential of finding careers in aviation, airports and air transportation systems."

The centers provide students and educators with a wide range of aviation career information available in printed materials and audio-visuals.

**2 Million-Plus.** The Indianapolis Air Route Traffic Control Center has joined the ranks of centers that handled more than two million aircraft in 1989.

It all happened on the last Friday in December last year when USAir Flight 684 thundered off the Indianapolis International Airport runway and into the fog at 8:17 p.m.

Ordinarily, it would have been a routine flight to Pittsburgh, but the DC-9 became the Indianapolis center's two-millionth airplane when airport controllers handed it over to air route controller Curt Gochanour.

Just hours before the record-setting

## The Answers

For FAAers who tackled the aviation crossword puzzle in the last issue of the *Intercom*, here are the answers.

The puzzle was designed by Geoff McIntyre, a special assistant in Advanced Design and Management Control (ADM-4).

1	N	2	A	3	S	4	S	5	R	6	S	7	L	8	L	9	W	10	A	11	S	12	A	13	A	
14	A	O	C	I								15	L		16	A	A			17	A	18	A	A	E	
19	S	P								20	I	O	N							21	I	S	L		R	
22	P	A													23	N	24	S	C				E	A		
	A			25	G	L	E	26	N	A	27	G	I	L	B	28	E	R	29							
30	C	31	O	L	A					32	A	N	E	M	O	M	E	T	E					33	R	
				34	N	O	T	A	M						35	B	T							36	C	O
					37	N	E						38	A	C	H								39	H	T
40	A	T	A									A					41	G			42	H	43	F	C	C
					44	S	L	O	T	S					46	B	P					47	A	E		
48	P	O	S	T										49	N	A	S	P	L	A	N					
	A							50	N	A							T									T
			51	N	52	T	S	B			53	F			54	F	55	O	56	U	57	S	H	E	E	
58	A				S												S						59	R	R	
60	A	L	O	H	A	A	C	C	I	D	E	N	T												A	

event for Indianapolis center, Bob Altizer retired as the center's special projects officer, ending a 32-year FAA career.

He recalls that in the early 1960s the busiest day would have been about 1,700 airplanes aloft. On June 28, 1989, however, Indianapolis center controllers directed a record 7,303 aircraft.

In a calendar yearend report, FAA statistics show that the 20 centers handled a total of more than 36 million aircraft.

Here's the count for the 20 centers:

Chicago: 2,532,714  
 Cleveland: 2,374,096  
 Atlanta: 2,268,612  
 Washington: 2,161,663  
 Indianapolis: 2,004,231  
 Fort Worth: 1,910,124  
 New York: 1,895,426  
 Los Angeles: 1,824,772  
 Memphis: 1,812,521

Kansas City: 1,751,603  
 Jacksonville: 1,704,287  
 Minneapolis: 1,693,364  
 Boston: 1,685,159  
 Houston: 1,672,080  
 Oakland: 1,646,813  
 Miami: 1,630,330  
 Denver: 1,455,583  
 Albuquerque: 1,443,316  
 Seattle: 1,350,672  
 Salt Lake: 1,328,531

**Ultimate Free Ride?** After photojournalist Mark S. Wexler logged 175,000 miles on a frequent flier program, he decided to cash it in for 30 days of free, first-class, worldwide travel having a total dollar value of \$27,727.

He visited 16 cities and 23 airports and logged a total of 58,610 miles.

Wexler's luggage was X-rayed 54 times, he watched 16 in-flight movies,

more Highlights on page 4

## First African-American Fighter Pilot *continued from page 1*

the southeastern United States looking for passage to France. After working odd jobs, he stowed away on a freighter steaming out of Norfolk, VA.

He arrived in Scotland and reached France several years later.

When World War I broke out, he enlisted in the French Foreign Legion and was assigned to the 170th French

1917, he was assigned to two fighter squadrons and credited with downing two German aircraft.

When World War I ended, Bullard remained in France and joined the French Resistance in 1939. He re-

turned to the United States after being severely wounded in Orleans.

After his death in 1961, he was buried with full honors by the Federation of French War Officers at Flushing Cemetery in New York.

**Remembering his father's words - 'In France a man is accepted as a man regardless of the color of his skin' - Bullard left home in search of France although he was torn between family loyalties and freedom.**

Infantry, a regiment of Americans known as the "Swallows of Death."

Soon Bullard was called the "Black Swallow of Death."

He fought in several fierce battles in 1915 and 1916, was severely wounded in one battle and received the Croix de Guerre for heroism.

After recuperating he grabbed a chance to volunteer for pilot duty in the French Air Service.

Following his pilot training in May

## Robinson Tracks Aviation History *from page 1*

Robinson says the "best records" show that Bullard was the only African-American to fly combat in World War I.

But it's more difficult to pin down the actual first black airplane pilot.

Bullard has been credited with the "first pilot" title, but recently uncovered information shows that two other African-Americans may have flown before World War I. They are Wesley Peters and I. Arthur Headon.

Robinson contributed to the popular "Black Wings: The American Black in Aviation," an exhibit now on display in the National Air and Space Museum's Pioneers of Flight Gallery. He is the author of a recent article, "The Tuskegee Experience" in the October/November issue of *Air & Space/Smithsonian*.

Robinson's career includes service as a pilot with the U.S. Army Air Corps and U.S. Air Force Reserves and as a flight standards aviation inspector.

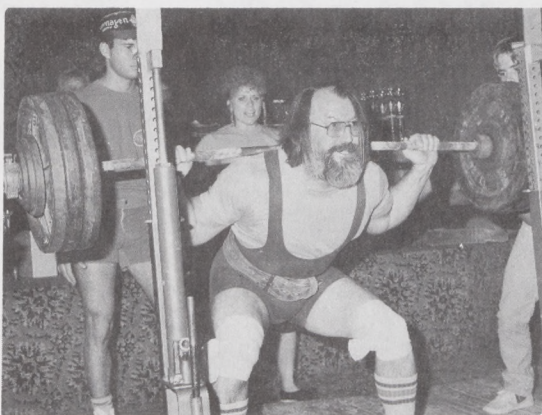
## Aviation Education Congress March 22-24

The twenty-third annual National Congress on Aviation and Space Education will be held March 22-24 in Reno, NV.

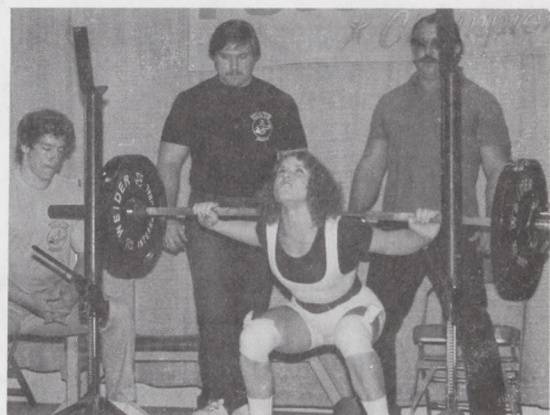
Bringing together teachers, counselors, school administrators and representatives of government and industry, the congress aims to promote an understanding of aerospace, further aerospace education and motivate its participants to spread the word about the impact of aviation and aerospace on society.

Approximately 1,200 educators, business and industry leaders, exhibitors (including an FAA exhibit) and noted presenters are expected to attend.

Vice President Dan Quayle, former FAA Administrator Allan McArtor and NASA astronaut Scott Carpenter are a few of the invited speakers. It is sponsored by the FAA, the National Aeronautics and Space Administration and the Civil Air Patrol.



**Lots  
of  
Thrust**



To Ernie Schmuck, thrust is more than aircraft engine power. It's muscle power, too, and Ernie's a prime example. An airway facilities technician at the Angel Park radar facility in Las Vegas, Ernie took first place in his division at a recent regional amateur powerlifting meet in Phoenix. He lifted a total of 1,217 pounds in the squat, bench press and dead lift. Ernie's wife, Brenda, wasn't far behind. She took second place in her category with a total of 683 pounds using the same three lifts. As a team they won second place, and their trophy is on display at the Las Vegas City Hall.

## Highlights *from page 2*

munched 74 bags of peanuts and reset his watch 24 times.

In all, Wexler's flight time totaled 135 hours, 58 minutes.

His excursion is described in a colorful photo essay in the February/March issue of *Air & Space/Smithsonian*.

To help achieve his goal of 175,000 miles, Wexler admits, "Soon I was making stopovers that weren't even close to my destination just to gain a hundred more miles."

**Amateur-Built Aircraft.** FAA and the Experimental Aircraft Association (EAA) have completed the first phase of a joint safety project by releasing a handbook for amateur-built aircraft flight testing.

The handbook can be found within FAA Advisory Circular (AC) 90-89.

"After an individual has spent considerable time, talent and energy building or restoring an airplane, it is imperative to extend that same attention to detail through the test flight phase," said EAA President Tom Poberezny.

The Office of the Assistant Administrator for Aviation Safety cooperated by sending 700 copies of the AC to EAA chapters throughout the country.

**Wednesday Deadline.** *Intercom* is published weekly. The deadline for items is *no later than 11 a.m.* every Wednesday.

**Museum at Dulles?** The Smithsonian Institution's board of regents has reaffirmed its preference for the Washington-Dulles International Airport as a site for the proposed National Air and Space Museum extension.

The recommendation came after the 17-member board studied "best and final" offers by Virginia, on behalf of Dulles, and Maryland, on behalf of Baltimore-Washington International Airport.

Legislation is necessary to authorize the project.

In its proposal, Virginia offered 185 acres of wooded land at the Dulles site with the possibility of another 370 acres of contiguous property.

Maryland offered 152 acres at the

BWI site with the possibility of another 20 acres near, but not contiguous, to the airport.

**International Deregulation.** The DOT has invited interested, eligible foreign airlines to apply for authority to provide service between their home nations and U.S. cities lacking single-plane service to those countries.

A DOT order issued January 30 permits foreign carriers to expand service to more U.S. cities.

"Deregulation of the U.S. airline industry is working well," DOT Secretary Sam Skinner said. "Now it's time that we work to deregulate international aviation markets. Let's push the door wide open to free and unfettered competition for air transportation around the world.

"We should begin tearing down the walls that were erected to prevent open skies around the world. We plan to work hard to free the international aviation market from unnecessary restrictions," Skinner said.

**Focus on Rudders.** FAA has proposed a new airworthiness directive that would require rudder trim control knob replacement and modification of the cockpit center console to raise the rear guard rail.

The proposed AD would affect some 640 Boeing 737-300 and 737-400 models worldwide and 350 registered to U.S. carriers.

Inadvertent rudder trim movement, if not corrected, could lead to an airplane taking off with an improperly trimmed rudder. That could result in reduced airplane control or a rejected takeoff.

Total cost to U.S. carriers is estimated at \$296,840.

The deadline for comments on the proposal is April 11 at the Northwest Mountain Region.

**New Italian Service.** The United States and Italy have initialed a new agreement in principle that will provide the first expansion of air services between the two countries in 20 years, the DOT announced.

It will allow three additional U.S.

airlines to operate "combination" - passenger and cargo - flights between the two nations.

Under a phased schedule over the next four years, Alitalia, the Italian airline, will be permitted to serve five additional U.S. gateway cities, and up to eight U.S. cities may receive new non-stop service to Milan and Rome.

Under the current bilateral agreement, three U.S. carriers serve the US-Italy market: Pan American, TWA and Federal Express (cargo service only).

American Airlines is expected to begin daily flights between Chicago and Milan-Rome in April 1991.

In late 1992, a fifth U.S. carrier is expected to be named; if traffic has grown to warrant it, a sixth U.S. carrier could be added in early 1994.

## Scholarships *from page 1*

United Flight 232 disaster has set up a trust fund, "The Spirit of Siouxland Fund 232."

The Siouxland Recognition Committee plans to build a memorial at the Sioux Gateway Airport and hold a memorial dedication ceremony.

The trust fund will provide scholarships to those studying the helping professions who were praised for their work during the disaster and grants to agencies or organizations for projects that will improve their ability to respond to needs in the community.

FAA Administrator James Busey has praised the local agencies that responded to the emergency saying, "The nation salutes you for the outstanding performance in handling a major emergency in the air, and on the ground. Believe me when I say to you, that you successfully passed the test, when and where it counted the most."

Contributions to the fund may be sent to this address:

*Sioux City Chamber of Commerce  
c/o Siouxland Recognition Committee  
101 Pierce Street  
Sioux City, IA 51101*

Sponsored by the Sioux City Chamber of Commerce, the committee is made up of representatives of the principal agencies that assisted during the emergency.

## Feedback

**Right number?** At FAA Headquarters, Management Systems administers the distribution of the *Intercom* on an "all employee count" basis.

This means that each employee should receive one copy.

If your office is not receiving the proper number of newsletters, it may not be getting the right number of other mailings.

Contact Bernida Williams in Management Systems, x78735, or the distribution representative for your office or service to update your organization's distribution.

**Recycle it.** The familiar orangish-buff colored *Intercom* is gone.

This new white color allows it to be recycled.

After reading the newsletter, put it in one of the building's recycling boxes.

**Upcoming events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

Deadline is *no later than 11 a.m.* every Wednesday.

## Healthbeat

**Charity walk.** FAAers can join the fight against multiple sclerosis by taking part in the second annual Super Cities Walk for MS on *Sunday, April 1*.

There are two 20-kilometer routes. Check in at either the Pentagon north parking lot in Virginia or Avenel Park, Potomac, MD.

Headquarters

**Intercom**

February 27, 1990  
No. 90-8

Pat Cariseo  
Pat Tomasetti  
Associate Editors

Published weekly by  
The Federal Aviation Administration  
Office of Public Affairs, APA-300  
800 Independence Avenue, SW  
Washington, DC 20591  
(202) 267-8521

Walkers are asked to get sponsors. For a brochure, more information or to register, call 296-5363 or 466-6151. Both numbers are in the 202 area code and metro Washington calling area.

**Stressed out?** Help yourself feel better by contacting FAA's Employee Assistance Program (EAP).

It's easy. Just call Jerry Meade, FAA's EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room 327, and asking for the EAP counselor.

Services are confidential and are also available to immediate family members of FAAers.

**Think 'hearts.'** February is American Heart Month and a good time to start improving cardiovascular health.

To quote some statistics about heart disease from one local jurisdiction

In 1988, the latest year for which figures are available, cardiovascular disease was Virginia's number one killer.

Heart disease and stroke caused 44 percent of the deaths across the state, killing 20,592 people.

Nationwide, as many as 1.5 million Americans have a heart attack every year, and about 540,000 of them die. Approximately 500,000 suffer a stroke yearly, and about 150,000 of them die.

You can improve the health of your heart, so start now to:

→ Control your blood pressure. It should be below 140/90. High blood pressure is the most common of all life-threatening diseases among Americans.

→ Know your cholesterol level. Less than 200 is desirable.

→ Stop smoking. Smoking lowers your HDL (good) cholesterol, elevates blood pressure and increases your risk of heart attack, stroke and cancer.

→ Take steps to reduce the stress in your life.



→ Follow a calorie-controlled, low fat and low salt diet.

→ Exercise regularly to help control your cholesterol and blood pressure levels. Check with your doctor before beginning the exercise to help plan a safe program.

→ Limit alcohol and caffeine.

## Check Your Blood Pressure IQ

Exercise and diet – along with prescribed medication, if necessary – are the keys to keeping blood pressure down.

Unscramble the letters to read these common facts about high blood pressure, which kills an estimated 30,700 Americans each year (based on 1985 figures) and indirectly causes many more deaths and disabilities resulting from stroke and kidney failure.

1. The most important lifestyle change you may need to make is in your \_\_\_\_\_. ITED
2. To lower your blood pressure, you'll need to cut down on foods containing \_\_\_\_\_. ASTL
3. So when you go grocery shopping, check the labels, and don't buy foods containing lots of \_\_\_\_\_. DUMOIS
4. The heart is a \_\_\_\_\_ sending blood through your body. MUPP
5. High blood pressure can rarely be \_\_\_\_\_. DUCER
6. But it can be brought under \_\_\_\_\_. TRONLOC
7. The dangers of high blood pressure are greater if you \_\_\_\_\_. MESOK
8. It's a good idea to limit the amount of \_\_\_\_\_ you drink, too. CHOOAL
9. High blood pressure can cause \_\_\_\_\_ failure. THARE
10. High blood pressure can harm the brain and lead to \_\_\_\_\_. TREKOS

## Flightplan

**Artistic flair.** Youngsters with an artistic flair can win national and international recognition for their talents in the 1990 International Aviation Art Contest, sponsored by FAA and the National Aeronautic Association in cooperation with the Federal Aeronautique Internationale.

All entries must be postmarked by April 16 and received no later than April 20.

Nine awards will be given to children, ages 5 through 16, in three categories. This year's theme is "Silent Flight."

The contest is open to all children including those of FAAers and other contest sponsors.

For additional information, contact Connie Housewright, Public Affairs, x73469.

**Coalition schedule.** The Headquarters chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its monthly meetings, March through June, on the following dates: *March 5, April 2, May 7 and June 4.*

The *Monday* meetings are from 12 noon to 1 p.m. in conference rooms 8AB&C.

Contact Marcia Adams, x73488, for further information.

**'Brown bag' lunch.** On *Tuesday, March 6*, the second in a series of "brown bag lunches" will be held from 11:00 a.m. to 12 noon in rooms 9A&B. All NBCFAEers are encouraged to attend and get acquainted with the membership.

Contact Margarete Berrios, x78757.

**FWPC schedule.** Monthly meetings are set for the Federal Women's Program Committee (FWPC) for March through the end of 1990.

So check your calendar and reserve the following *Wednesdays* from 11 a.m. to 1 p.m. for the meetings: *March 7, April 4, May 2, June 6, July 11, August 1, September 5, October 3, November 7 and December 5.* The meeting place is the Civil Rights conference room.

For further information, contact Marcia Adams, x73488.

**Security Tip.** Many women "hide" purses under desks or in an unlocked drawer.

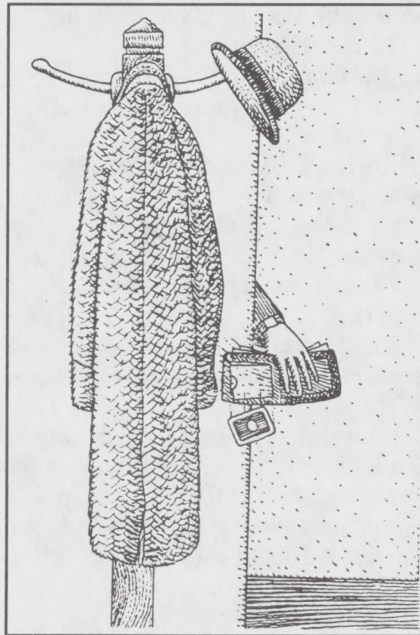
A lot of men think wallets are "safe" in jacket pockets - but desks, drawers and jackets are the first place thieves look. And it only takes a thief a few seconds to cause a lot of grief.

Move coatracks away from the main office entrance and treat valuables the same way as cash.

The best location for any extra credit cards, excess cash and checkbooks - if you don't plan to use them that day - is at home.

When traveling on official business, keep government charge cards, excess cash, credit cards and traveler's checks with you or locked in a hotel safe.

Never leave valuables in a suitcase, under the mattress or in coat or jacket pockets.



Graphic and tip courtesy of General Services Administration

**Women's History Month.** Everyone is invited to attend a program at 10 a.m., *Wednesday, March 28*, in the third-floor auditorium to celebrate Women's History Month.

The Federal Women's Program Committees at both FAA and the National Transportation Safety Board will sponsor the event, which features noted speaker Eileen Hemphill, chief, Office

of Consumer Education and Information, Department of Consumer and Regulatory Affairs, of the District of Columbia government. The FAA Chorale will also perform.

This year's theme is "Courageous Voices Echoing in Our Lives."

**Development fair.** On *Thursday, March 29*, the Federal Women's Program Committees will sponsor a Professional Development Fair in conference rooms 8AB&C from 11 a.m. to 2 p.m.

Visitors can stop by booths and learn about various special interest groups and organizations in the FAA.

Contact Marcia Adams, x73488, for further information on FWPC programs.

**1 up, 2 down.** Headquarters elevator lobbies are sporting new signs reminding FAAers that it's a good idea to walk up one flight of stairs, or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

**Report fraud.** In its campaign against wasteful and illegal practices, the DOT Inspector General is urging FAAers and all DOT employees to report fraud, waste, theft and abuse to its hotline.

An incentive program allows monetary awards of up to \$10,000 to employees whose information results in significant cost savings.

Employees may remain anonymous, and the information given is kept confidential.

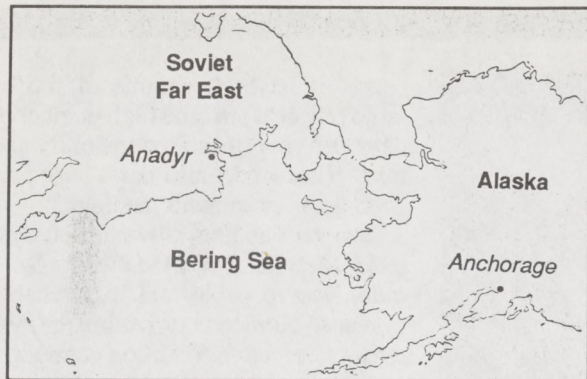
To reach the Inspector General's Hotline, call the following numbers:

Toll Free: 1-800-424-9071  
Washington, DC  
(202) 366-1461

Information can also be sent to:

Office of Inspector General  
U.S. Department of Transportation  
PO Box 23178  
Washington, DC 20026-0178

**Three weeks, please.** Submit items for the *Flightplan* section of upcoming events at least three weeks in advance of the event. Bring the item to room 908, or call x78521.



March 6, 1990



U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

## Headquarters Intercom

### 172 Polar 'Glasnost'

#### Soviet and American Air Traffic Controllers Swap Flight and Weather Data

Glasnost is chipping away at another Soviet-American barrier. This time it's aviation.

In an FAA Headquarters ceremony, with aviation officials sporting lapel pins emblazoned with the nations' two flags, the FAA and the Soviet Ministry of Civil Aviation signed a memorandum of cooperation.

The agreement, inked February 16, expedites air navigation for aircraft operating between Alaska and the Soviet Far East.

Two major air traffic control facilities, FAA's Anchorage center and a Soviet center in Anadyr, will have a communications link and will be talking to each other in English.

For the first time Soviet and American controllers are handing off aircraft to each other, have standardized telecommunications procedures and are sharing weather and air navigation information.

turn to **Glasnost** on page 2



A 300-foot crane raises the ASDE-3 radar above the Pittsburgh airport control tower.

Photo by Phil Leman

### New Radar 54

#### Pittsburgh Tests ASDE-3

A technologically advanced ground mapping radar has been installed at Pittsburgh International Airport, the first of 29 scheduled for airports around the country.

The new radar, called ASDE-3, penetrates bad weather to provide clear pictures of aircraft and vehicles on the ground as well as aircraft up to 200 feet in altitude.

ASDE stands for Airport Surface Detection Equipment.

turn to **New Radar** on page 2

### 206 + 18R Streamlining the Agency's Multi-Billion-Dollar Procurement

#### 5th Executive Director To Focus on Acquisitions

In a move to streamline and strengthen FAA's multi-million-dollar acquisition of high tech equipment, the agency has announced a realignment that shifts talent into positions "to get the job done."

The realignment includes the addition of an acquisition executive — a fifth executive director.

John A. Burt, who has been FAA Administrator James Busey's special assistant for the past seven months, has been nominated as the new Executive Director for Acquisition, AXQ-1.

Busey announced the changes during a series of February 21 Washington meetings attended by hundreds of FAAers and broadcast over the agency's satellite network to FAA locations throughout the country.

"There is a need to realign the way we do business," Busey said citing the steep rise in facilities and equipment spending in the past nine years — from

turn to **Realignment** on page 4

### A Slithery Ordeal Battling Tree Snakes on FAA's Pacific Outpost

When air traffic controller Greg Kirchner gave his wife, Karen, a gold ring with a serpent design, it didn't commemorate a romantic event in their lives.

It signaled Karen's 24th snake kill. Greg and Karen live in Guam, the

Pacific island that has about 115,000 people and an estimated three million tree snakes.

Karen has killed 36 snakes in the short time she and her family have lived in FAA housing on Guam.

She has the notches in her machete to prove it.

Her son has killed 10, and her husband five snakes over that period, a grand total of 51 of the slithery critters.

turn to **Snakes** on page 5

## Glasnost *from page 1*

Future plans call for Soviet civil aviation workers and American FAAers to visit each other's facilities.

Dale McDaniel, Deputy Associate Administrator for Policy, Planning and International Aviation represented FAA at the ceremony.

He described the agreement as a "significant step" for assuring the safety of air operations between Alaska and the Soviet Far East.

"We're delighted by the announcement that Provideniya is now an international airport and that U.S. operators will no longer be required to carry a Soviet navigator," McDaniel said.

"We look forward to working with our Soviet Ministry of Civil Aviation colleagues to expedite U.S. passenger and cargo service to more distant points such as Magadan."

Valeri Shelkovnikov, who represented the Soviet Union, said the agreement will be expanded to include other area control centers as further Soviet international routes and airports are developed.

Shelkovnikov also spoke of earlier times during World War II when flights between Alaska and the Soviet Far East were routine and expressed the hope that the two nations can now return to that situation.

The United States and the Soviet Union are exploring ways U.S. air carriers might use available navigation facilities to begin serving Provideniya, Anadyr, Magadan and Khabarovsk airports in the Soviet Far East.

The Soviets recently declared the Provideniya Airport an international airport. Information needed by U.S. carriers to operate in Provideniya is being published in the *USSR Aeronautical Information Publication*, with necessary air traffic control services being made available in English.

Last fall, FAA and the Soviets began exploring arrangements for handling air traffic between Alaska and the Soviet Far East.

Technical talks followed in Moscow and wrapped up in Washington just before the mid-February official announcement.



FAA's Dale McDaniel shakes hands with Valeri Shelkovnikov after signing a memorandum of cooperation at an FAA Headquarters ceremony.

Photo by Lance Strozier

## New Radar *from page 1*

Despite rain, FAA officially hoisted the 5,100-pound, 18-foot high, oval-shaped radar antenna into place atop the Pittsburgh tower on February 14.

"The new radar will increase our capacity because controllers will no longer have to play word games with pilots. They can give directions based on what they see on the radar rather than having to ask pilots if they are clear of runways," said Pittsburgh air traffic control manager Peter Bernhard.

The 220-foot Pittsburgh tower is one of the nation's tallest control towers. Because of weather conditions in the area, the cloud ceiling is frequently below the tower cab.

Pittsburgh was chosen by the FAA as the first installation for ASDE-3 be-

cause of its high volume of traffic, large physical size and high number of days per year of limited visibility and rain. The airport also has a high percentage of instrument landings.

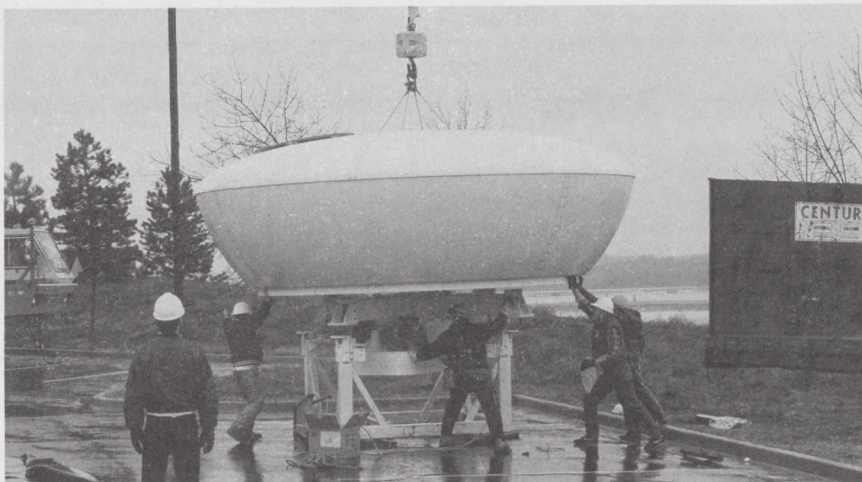
Designed and built by Norden Systems, Melville, NY, ASDE-3 replaces older, less capable and less reliable systems. Norden is providing the systems under a \$96.5 million contract.

Between now and the end of the year, the new radar will be tested and evaluated prior to certification.

ASDE-3 has the best of all-weather performance and reliability of any airport ground mapping system. It is also flexible, enabling controllers to view a map overlay of the airport and then zoom or window in on particular areas of interest. Up to three windows can be viewed on each controller's display.

The system will be used to determine that aircraft are on correct runways or taxiways and that active runways are not obstructed. It can also monitor vehicles and airport perimeters, enhancing security as well as safety. Future additions may include an arrival data display, an automated collision avoidance alert and automatic target recognition.

The Airway Facilities Division's Establishment Engineering Branch was in charge of the Pittsburgh installation. Dominick Eremita of the regional office is project engineer. John Dykema is the local representative of the Establishment Engineering Branch.



Workers make sure the 5,100-pound radar antenna is secure before a crane lifts it to the top of the 220-foot tower at Pittsburgh International Airport.

Photo by Phil Leman

**New Chicago Airport.** A proposal to build a third major airport in the Chicago area has been applauded by DOT

## Highlights

Secretary Sam Skinner and FAA Administrator James Busey.

"One of my biggest priorities... is to increase the capacity of our national airport and airspace system, and a new Chicago airport would certainly be a major step in the right direction," Busey said.

On February 14, Chicago Mayor Richard Daley announced a proposal to construct a \$4.9 billion airport to relieve congestion at O'Hare International, the world's busiest, and fast-growing Midway.

The airport's proposed site is on the city's far southeast side, close to the Indiana border.

Although Busey said FAA must look at the feasibility of the specific site announced by Daley, he emphasized that FAA is prepared to work with all local officials to make a new airport in the northern Illinois/Indiana area a reality.

In the meantime, FAA will continue to fund and participate in the ongoing Chicago Supplemental Regional Airport Study, which is looking at four other sites for another Chicago-area airport.

**Next Focus Group.** FAA is holding its first Focus Group this year for emergency operations FAAers in Colorado Springs, CO.

The get-together is scheduled for March 15-16.

The theme is "Focus on Management in the 90s" and will feature several top agency officials as speakers including Barry Harris, Deputy Administrator-designate

**Nuclear Overflight Meetings.** The FAA and the Department of Energy (DOE) will hold a series of public meetings, beginning March 15, to consider a DOE request to limit flights over nine nuclear weapons facilities.

The restrictions, which would pro-

## 1990 DC-3 Airshow Schedule

*FAA's vintage DC-3 is a favorite at airshows across the country. Want to get a glimpse of the plane? Check out these dates and locations.*

### **EAA Sun & Fun**

Lakeland, FL  
April 8-14

### **Future of America**

Muskogee, OK  
April 25-26

### **Spectacular Air Show**

Roswell, NM  
May 5-6

### **Air/Space America '90**

San Diego, CA  
May 9-13

### **Maxwell House Rose Festival**

Portland, OR  
June 9-10

### **Aerospace America 1990**

Oklahoma City, OK  
June 16

### **6th International Flight Inspection**

**Symposium**  
Washington, DC  
June 25-27

### **Kalamazoo Air Show**

Kalamazoo, MI  
July 7-8

### **EAA Fly-In & Convention**

Oshkosh, WI  
July 27-August 2

### **Hawthorne Air Faire**

Hawthorne, CA  
August 25-26

### **Shoals Air Show**

Muscle Shoals, AL  
September 8-9

### **Superbatics '90**

Topeka, KS  
September 15-16

### **Louisiana Balloon Festival & Airshow**

Hammond, LA  
October 6-7

hibit flights over the facilities at lower than specified altitudes, were requested by the DOE for security and safety reasons.

The DOE wants to establish prohibited areas over the Rocky Flats Plant, Golden, CO; Oak Ridge Y-12 Plant, TN; Lawrence Livermore National Laboratory, Livermore, CA; Portsmouth Gaseous Diffusion Plant, Piketon, OH; Los Alamos National Laboratory, NM; Idaho National Engineering Laboratory, Idaho Falls, ID; Hanford Site, Richland, WA; Savannah River Plant, Aiken, SC; and the Pantex Plant, Amarillo, TX.

The prohibited areas would range from the surface to 3,000 feet at the Livermore Laboratory to 14,500 feet at Los Alamos.

The public meetings will be held on March 15 in Columbus, OH; March 20 in Oak Ridge, TN; March 21 in Augusta, GA; March 27 in Westminster, CO; March 28 in Albuquerque, NM; March 29 in Amarillo, TX; April 3 in Richland, WA; April 4 in Idaho Falls, ID; and April 5 in Livermore, CA.

**General Aviation Handbook.** The Aircraft Owners and Pilots Association has published a new aviation guide for pilots, AOPA's *Aviation USA*, which combines two previous publications - *Airports USA* and *Handbook for Pilots*.

The 1990 edition contains more than 800 pages of information. In addition to the usual listing of landing facilities and business at airports and federal aviation regulations, the new volume has added new items, including:

→ Abbreviations and contractions used by FAA and the National Weather Service.

→ Telephone numbers for air traffic control towers, terminal radar approach facilities and air route traffic control centers.

→ Details of NASA's Aviation Safety Reporting System including a sample reporting form.

→ A list of aeromedical transportation service providers.

→ A list of major colleges and universities granting aviation degrees.

turn to **Highlights** on page 5

## Realignment *from page 1*

about \$250 million yearly to \$2.5 billion in 1991.

"We're going to try to move the best talent we've got into positions that require the use of that expertise," Busey said.

Busey said Burt, as AXQ-1, will have a small staff of about 30 people and will be responsible for:

→ Policy oversight of FAA's acquisition function, which will include assuring that FAA is in compliance with acquisition regulations.

→ Acting as the agency's competition advocate.

→ Overseeing independent operational tests and evaluations of new systems.

→ Establishing and chairing an Aviation Systems Acquisition Review Council.

→ Overseeing FAA's involvement with small and disadvantaged business enterprises.

→ Overseeing the implementation of total quality management (TQM) in FAA.

Burt said he's "looking forward" to working with FAAers in his new job that will focus on procurement from concept, through acquisition to placing the equipment in the field.

Burt is also spearheading TQM at the agency.

He said he previously spent three years implementing TQM and has gone through the "slow, grinding" process of educating people about it, putting it into practice and witnessing the "excitement" of its results.

During the meetings, Busey emphasized that FAA's people and their talents are vital to the realignment's success.

"We have a lot of talent, expertise and professionalism in this organization that has been reined in, and we're going to let out the reins so to speak," Busey said.

More personnel changes and other realignment specifics will be announced in the future.

Here are some of the major realignment highlights announced on February 21.

5A

## More Info, Quicker Communications

### *Tech Center Testing Major AAS Component*

FAA's ambitious plan to revolutionize the nation's air traffic control moved a step closer to reality as the Tech Center began testing a major component.

The device is an improved communications link that can accept larger amounts of radar and flight plan data at faster speeds and is more reliable than current equipment.

It's called the Peripheral Adapter Module Replacement Item - PAMRI for short.

Besides providing more capacity than the current equipment, it will give FAA the flexibility of adding more radars and other remote systems to the air traffic control network.

PAMRI is the first major production hardware component of the \$3.5 billion Advanced Automation System.

IBM, the main contractor for AAS, and FAA began factory tests of PAMRI in Atlantic City in February and will begin design testing

and evaluation in June.

PAMRI is scheduled to be installed at the first field site - the Seattle Air Route Traffic Control Center - in April 1991.

PAMRI is designed to collect data from remote air traffic subsystems and distribute it to the Host computers at the 20 air route centers.

It will replace the older Peripheral Adapter Module - PAM.

With its microprocessor-based technology, one PAMRI can handle up to 25 radar subsystems compared to the 15 currently handled by two PAMs.

Designed and manufactured by Formation, Inc., an IBM subcontractor, each PAMRI uses state-of-the-art microprocessors and the latest surface-mounted technology.

Three personal computers act as operator maintenance consoles.

The device offers improved system reliability through multiple channels of the Host Computer System. PAMRI moves data eight times faster than the older device.

→ The Assistant Administrator for Policy, Planning and International Aviation, API-1, Michael Moffet will report directly to Busey.

That position was formerly an associate administrator under the Executive Director for Administration and Resource Management, AXA-1.

AXA itself was renamed in the realignment; it was previously called the Executive Director for Policy, Plans and Resource Management.

→ The Assistant Administrator for Airports, Leonard Griggs, ARP-1, will report directly to the Administrator.

That position was formerly an associate administrator under the Executive Director for System Development, AXD-1.

→ The recently expanded System Capacity and Requirements Office, ASC, will report to the Executive Di-

rector for System Operations, AXO-1.

Edward Harris, who currently heads the FAA Technical Center in Atlantic City, has been nominated to head ASC.

For the past few months, the office had reported to the Executive Director for System Development.

→ Harvey Safeer, Director of the Management Control Service, has been nominated as Director of the FAA Technical Center.

→ A new Associate Administrator for System Engineering and Program Development has been set up with Marty Pozesky in charge.

He reports to the Executive Director for System Development, AXD-1.

→ John Turner becomes Associate Administrator for NAS Development, AND-1.

The post was formerly held by Pozesky.

## Highlights *from page 3*

- A sunrise-sunset table.
- A list of 1990's major airshows. To order AOPA's *Aviation USA*, call (301) 695-2000.

**Pay Adjustments.** Have you ever received your Statement of Earnings and Leave (SEL), DOT form 2740.1, and noticed adjustments for taxes in the adjustment columns and no explanation for these adjustments?

Or noticed that because of these adjustments your net pay decreased for that pay period?

From time to time questions arise concerning these adjustments, and in a number of cases they are the result of a cash award an employee recently received. Since some cash awards – on-the-spot awards, for example – originate outside the payroll system, each employee's master record must be updated after the fact to reflect the additional income.

Likewise, since no taxes are withheld when the award is made, the taxes related to the award must be collected from the employee's regular salary payment.

Any adjustments for taxes withheld appear in the adjustment columns of the SEL as adjustments to federal tax, state tax and Medicare or FICA, as applicable.

These adjustments are withheld from the employee's pay during the pay period in which they appear.

In addition, a second entry is made in the payroll system to record the amount of the award as part of the employee's gross salary. This adjustment appears in the gross year-to-date section of the SEL. The adjustment appears as an increase to the awards year-to-date total.

**Anti-Rape Tips.** Here are a few tips from the General Services Administration to avoid rape and sexual assault on roads and highways.

→ When driving alone in a car, especially after dark, keep doors locked and windows rolled up. In hot weather without air conditioning, roll up windows as far as possible.

→ Keep vehicles in good repair with

plenty of gas in the tank – this cuts down on the chances of a breakdown in an unsafe area.

→ Never pick up hitchhikers or other strangers.

→ If you suspect someone in another car is following you, drive to the nearest public place or police or fire station for help. Don't drive home – you may be followed.

→ If your car breaks down, tie a white rag or handkerchief to the antenna or door handle. Then stay in the



Graphic and tip courtesy of General Services Administration

car with the doors locked and windows rolled up. If someone stops to provide assistance, ask that person to call the police for you.

→ While it's never a good idea to leave the scene of an accident, rapists have been known to cause minor accidents on purpose to get a woman to stop her car.

→ If you are suspicious about an "accident," don't stop. Drive to a lighted area where there are other people

– a gas station or convenience store, for example – and telephone the police.

→ In some cases, rapists have impersonated police and stopped women drivers for nonexistent "traffic violations."

When driving late at night and approached by an unmarked car or a car that looks "official," drive to the nearest exit and stop in a well-lighted area where there are other people.

If the officer is legitimate, he or she will understand your concerns. If you feel uneasy, drive to a store or other populated area.

**Recycle It.** The familiar orangish-buff colored *Intercom* is gone.

This new white color allows it to be recycled.

After reading the newsletter, put it in one of the building's recycling boxes.

**Upcoming Events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

Deadline is *no later than 11 a.m.* every Wednesday.

## Snakes *continued from page 1*

This may not be a record for Guam, but it sure is a lot better than average.

Karen, who only arrived on Guam in January 1989 from Vancouver, WA, is a hearty sort of person and isn't intimidated at all by the snakes.

Her weapon? Mostly a machete, but she has used brooms or whatever else is handy to rid her porch of the snakes, mostly four or five footers.

Neighbors in the FAA housing area come over to her and say: "Karen, you must be doing something right, the birds are singing again."

Karen treats it all as sort of a joke. She and her family are very careful where they walk when they go outside, however.

Karen doesn't particularly like snakes but isn't scared of them either.

They won't drive me off the island, she said.

*Thanks to Joe Murphy of Guam's Pacific Daily News for this report.*

Headquarters  
**Intercom**

March 6, 1990  
No. 90-9

Pat Cariseo  
Pat Tomasetti  
Associate Editors

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Flightplan 4L

**'Operation Takeoff.'** Pilots and anyone interested in aviation weather are invited to two evenings of "entertainment and excitement" to be held at FAA Headquarters on *Tuesday and Wednesday, March 13 and 14.*

The safety and education programs will be from 7 to 9 p.m. both nights in the third-floor auditorium and will emphasize the basics of how to read aviation weather, terminal forecasts, area forecasts and more.

Reservations are not necessary.

For more information on the sessions, contact ATO-310, x78802.

"Operation Takeoff" has been in existence for a long time, but it finally has a catchy name.

It's used by flight service stations to educate and teach pilots about the flight



service station modernization program and learning to use the automated systems to their advantage.

Under "Operation Takeoff," flight service stations can and will develop numerous programs for the agency and pilot community.

These programs cover a wide variety of aviation subjects including airspace, military operations areas, military training routes and how to obtain enroute services

The Headquarters programs support "Back to Basics II" - a five-year safety plan to cut general aviation fatalities.

"Back to Basics II" officially kicked off at the end of February.

**Women's History Month.** Everyone is invited to attend a program at 10 a.m., *Wednesday, March 28*, in the third-floor auditorium to celebrate

People

**AFS spirit.** Instead of sending Christmas cards to fellow workers, the Flight Standards Service collects funds for worthy causes.

The 1989 Christmas card collection again proved successful. A total of \$1,072 was contributed with \$875 going to Children's Hospital and \$197 to the Salvation Army.

Remembering both of these organizations during the holiday season each year has been an AFS tradition since 1972.

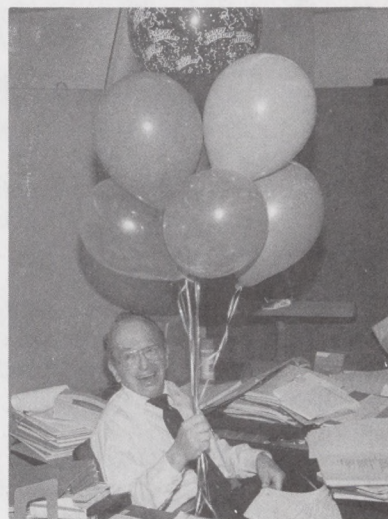
**Surprise visit.** Joe Del Balzo surprised co-workers Stephen Cannistra and Jack Loewenstein by showing up with a bunch of balloons and a card to mark their birthdays and kick off the reactivation of a tradition he started when he was Eastern Region Director.

Their birthdays were in December. Since then Del Balzo, Executive Director for System Development (AXD), has been sending birthday greetings to all Headquarters and Tech Center FAAers who work in the AXD organization.

Back in New York, Eastern Regional Administrator Dan Peterson continues Del Balzo's tradition.



Joe Del Balzo and Jack Loewenstein



Stephen Cannistra and balloons

Women's History Month.

The Federal Women's Program Committees at both FAA and the National Transportation Safety Board will sponsor the event, which features noted speaker Eileen Hemphill, chief, Office of Consumer Education and Information, Department of Consumer and Regulatory Affairs, of the District of Columbia government. The FAA Chorale will also perform.

This year's theme is "Courageous Voices Echoing in Our Lives."

**Development fair.** On *Thursday, March 29*, the Federal Women's Program Committees will sponsor a Professional Development Fair in rooms 8AB&C from 11 a.m. to 2 p.m.

Visitors can stop by booths and learn

about various special interest groups and organizations in the FAA.

Contact Marcia Adams, x73488, for more information on FWPC programs.

**Staples out.** The familiar orangish-buff colored *Intercom* is gone.

This new white color allows it to be recycled.

After reading the newsletter, remove the staples, and put it in one of the building's recycling boxes.

**1 up, 2 down.** Headquarters elevator lobbies are sporting signs reminding FAAers that it's a good idea to walk up one flight of stairs, or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.



U.S. Department of Transportation  
**Federal Aviation Administration**

# Headquarters Intercom

218 + Harris BID

## Pledging Action On Equal Employment Opportunity at FAA



Barry Harris

With the number of minority and female workers at the FAA running "way below" civilian labor force levels, agency Deputy Administrator-designate Barry L. Harris pledged to make equal employment opportunity "a reality."

On February 27, Harris spoke to a packed auditorium as part of Headquarters' commemoration of Black History Month.

"I look forward to the day when women and blacks and Hispanics and all minorities and disadvantaged can look to the FAA, and to aviation, as a career field of opportunity which is  
*turn to Barry Harris on page 2*

## Best Budgeters Central Region Takes Agencywide Award

After an agencywide competition among regional and program budget offices, Central Region's Budget Branch, ACE-42, has been selected as Budget Office of the Year for the 1989 fiscal year.

"It was a group effort," says Cindy Townend, manager of the eight-person office.

The award was exciting for Townend who had just taken over as the office's chief at the beginning of the 1989 fiscal year.

Among its major accomplishments,  
*turn to Budget on page 3*



Women's Executive Leadership Program FAAers meet with Administrator James Busey.

218

## Smiling Graduates

For 16 FAAers it was the end of an exciting year as they graduated from the Women's Executive Leadership Program (WEL) during a February 23 Washington ceremony.

During graduation week, the women met with FAA Administrator James Busey. They include: Loretta Neal, Aviation Standards National Field Office; Vickie Anderson, Reno tower; Pat Sepulveda-Myers, FAA Academy; Carol Driscoll, Logistics, Headquarters; Dorothy Warner, Budget and

*turn to FAAers on page 2*

224

**Child Safety Seats.** The FAA has proposed a regulation that would require airlines to allow parents to use child restraint systems on passenger aircraft.

The proposal also seeks comments

## Highlights

on whether to make the use of child safety seats mandatory on all flights.

The agency is acting in response to complaints from parents that some airlines have refused to allow them to use restraint systems even though the parents have offered to pay for a seat in which to place the restraint.

The proposed regulation would make  
*turn to Highlights on page 3*

## Logistics Experts Northwest Mountain Wins National Honor

The Northwest Mountain Region Logistics Division, ANM-50, has been named FAA's Logistics Division of the Year.

"Our employees are viewed as experts in their field," says Art Fregoso, division manager, explaining his group's role in national projects.

"They are called upon for their counsel and expertise. That makes me really proud to be part of this team," Fregoso said.

The award was based on the division's accomplishments during the  
*turn to Logistics on page 2*

## Barry Harris Pledges EEO Action *from page 1*

wide open to them," Harris said. "Today, by and large, I'm sorry to say they cannot."

Harris pledged to boost minority and female representation in the agency through recruitment programs and aviation education programs in schools.

"But frankly that's not enough," he said.

In addition, Harris said the FAA is going to start really holding managers at all levels responsible for their equal employment performance.

"Performance evaluations will *really*, read my lips, *really* reflect how well these managers do," Harris said.

"Bonuses are based on performance. Promotions are based on performance. Let the word go out from here: This Administration is serious. This Secretary is serious. This Administrator is serious. I am serious. Equal employment opportunity will be a reality in this agency. Period," Harris told FAAers.

Harris emphasized the importance of remembering blacks who have served as role models and an inspiration, especially for America's youth.

Harris asked the audience to remember:

→ Frederick Douglas, a diplomat and journalist who fought tirelessly to abolish slavery and achieve women's suffrage.

→ Harriet Tubman, a heroic slave who helped lead other slaves to freedom and who served as a Union Army scout and spy during the Civil War.

→ Benjamin O. Davis, Jr., the first black graduate of West Point who became an Air Force general and who later served as an Assistant Secretary of Transportation.

→ Chappie James, a many times decorated black general who flew 78 combat missions in Vietnam.

→ Blacks who served as part of the 92nd and 93rd Divisions in World War I and the 99th Fighter Squadron in World War II.

"I guess the point is that we all need to work towards the day when the Frederick Douglasses, the Harriet Tubmans, the Benjamin Davises and Chappie Jameses are recognized not as black Americans but as Americans who just happened to be black," Harris said.

The fact that figures like former Secretary of Transportation Bill Coleman and General Colin Powell, formerly national security advisor to the President and now chairman of the Joint Chiefs of Staff, are "recognized for their achievements without regard to their color indicates that we are at least moving in the right direction," Harris said.

## FAAers Graduate from Program *from page 1*

Management, Eastern Region; Gwen Funner, SEA-TAC tower; Maggie Baker, Budget, Headquarters; and Donna Warren, Environment, Headquarters.

Also, Diane Ables, Human Resources, Headquarters; Thelma Bagley, Logistics, Headquarters; Phyllis Duncan, Flight Standards, Headquarters; Elaine Downey, FAA Depot; Patti Booker, Aeronautical Center; and Barbara Kish, Airway Facilities, Western-Pacific Region.

WEL graduates not pictured on page one are: Venoris Jones, Flight Service, Great Lakes Region, and Ailine

Keating, Flight Standards, Southern Region.

FAA's WEL Class of 1989 completed rotational assignments, shadow assignments, courses and executive interviews during the past 12 months.

The program is sponsored by the Office of Personnel Management.

### Recycle It

The familiar orangish-buff colored *Intercom* is gone.

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Fred Gilmore, then director of the Logistics Service, presented the Logistics Division of the Year award to Art Fregoso.

## Logistics *from page 1*

1989 fiscal year, especially in three key areas:

→ The Real Estate Branch created an automated contract writing module within the system for acquisition management program.

Development, testing and revision took two years. Their effort standardized legal clauses used in leases and solicitations and improved the national real estate program's effectiveness.

→ The Procurement Branch participated in a pilot project aimed at delegating procurement authority to field offices.

Procurement also accepted responsibility for developing a contract to place technical people in air route traffic control centers to support the Voice Switching and Control System and the Advanced Automation System. Northwest Mountain is the lead region for this contract, which will be used nationwide.

→ The Materiel Management Branch was actively involved on a national team to rewrite the 1968 Management of Project Materiel order, which covers responsibilities and policy for budgeting and acquisition of property through the facilities and equipment program that establishes and updates nav aids nationwide.

"It takes special people to take this kind of pressure and still come to work each day with great energy and enthusiasm," Fregoso said.

"But we consider ourselves a family. We work well together. Our people often go beyond their normal jobs to improve the quality of life for others."

## Highlights *from page 1*

it mandatory for airlines "to allow the use of an approved child restraint system on its aircraft when requested and provided by the child's parent, guardian, or attendant either when a ticket is purchased for a seat to place the child restraint in, or when a seat is otherwise made available (by the airline) for the child's use."

Although the proposal would make the use of child safety seats voluntary on the part of parents, the FAA requests comments on whether such seats should be mandatory.

In working toward a final rule, the FAA will consider the advisability of a mandatory-use requirement.

FAA has long been concerned about the safety of children under two years of age who travel in aircraft and has strongly advocated that parents use child restraint systems.

"Although there is only an extremely small statistical risk to unrestrained infants because their numbers are few and accidents are rare," Administrator James Busey said, "forces generated by a crash can exceed the parent's physical ability to restrain a child safely."

**No Smoking.** Smoking has been banned on virtually all scheduled airline flights within the United States since February 25.

Under the ban, enacted by Congress last year, smoking is also prohibited on domestic segments of international flights operated by U.S. and foreign airlines.

For example, if a U.S. or a foreign carrier flies from Chicago to New York to London, smoking is prohibited on the Chicago to New York segment, but may be permitted on the New York to London leg.

U.S. and foreign airlines may allow smoking on certain flight segments to or from Alaska and Hawaii that are scheduled to last more than six hours.

Charter flights are not affected by the ban. However, existing DOT rules continue to require that no-smoking sections be provided on charter and international flights by U.S. carriers.

Ignoring the smoking ban is punish-

able by a fine of up to \$1,000 for each violation.

Tampering with smoke detectors in aircraft lavatories is punishable by a fine of up to \$2,000 for each violation.

**Soaring Scholarships.** A main award of \$500 credited to sailplane flying lessons and other prizes of textbooks and memberships are at stake in the second annual Knauff-Grove, Inc., essay contest.

World sailplane record holders Tom Knauff and Doris Grove hope to acquaint young people with aviation through one of its forms: soaring.

Young people interested in flying may apply; they must be between the ages of 14 and 22 and not an FAA-licensed pilot.

A special form and an essay on "some aspect of soaring flight" are due by May 31. Entry forms can be obtained at soaring sites.

For a list of soaring clubs and schools in your area, contact the Soaring Society of America, PO Box E, Hobbs, NM 88241, (505) 392-1177.

Or send a self-addressed stamped envelope to John Campbell, Scholarship Director, 195-2 Robert Quigley Drive, Scottsville, NY 14546.

## Budget Office of the Year *continued from page 1*

is the branch's reputation for automation expertise.

It developed a budget automation system that allows the exchange of budget information throughout the region and with Washington Headquarters. This system helped to complete a successful yearend closeout of the regional budget.

The winning budget branch provided oversight to the facilities and equipment program, which obligated 153% of its goal, and to the airports grants program, which obligated all available Airport Improvement Program (AIP) discretionary and state apportionment funds during the 1989 fiscal year.

Central Region's Budget Branch also helped transfer the region's payroll function to the Southern Region; streamlined the budget process and workload requirements; conducted quarterly feedback meetings with program managers; and obtained funds for space modernization for the regional office.

An excellent affirmative action program is maintained by the branch along with effective use of the stay-in-school co-op program.

Budget Director Nick Stoer presented the branch with an award plaque on January 24 and recognized branch staffers with individual certificates highlighting their efforts.

In addition to Townend, those receiving recognition were:

Kathy Gerhard, lead budget analyst; Mike Gifford, Sandy Davis and Millie Strickland, budget analysts; Frank Seever, computer systems budget analyst; Pam Bennett, budget assistant; and Asia Mahmud, stay-in-school program.

On the lighter side, the budget staff has gained fame and a little notoriety by putting together a group called the "Budgetaires." The group sings, often wears zany costumes and puts on skits at regional events.



Central Region's Budget Branch receives congratulations from Regional Administrator Paul Bohr, Deputy Regional Administrator Stan Rivers, Budget Office Director Nick Stoer and Resource Management Division Manager Calvin Fields.

## Feedback

**Fire tragedy.** *Alfredia (Freda) Brooks* lost all her possessions in an afternoon fire that destroyed her Washington home on the last day in February. Freda, a long-time FAA employee, is a management analyst in AMS-420.

Fellow AMS employees Pat Carter, x79946, and Vi Wimbush, x79998, are accepting contributions for Freda and her family.

## Healthbeat

**Diabetes alert.** Make an appointment in the FAA clinic, room 327, for a diabetic screening program. The March testing is available to all FAA and NTSB employees.

Appointment sheets can be picked up in the clinic as can registration forms that must be completed and returned when reporting for your screening.

Fasting is required for eight hours before testing is done with a fingerstick blood sample. Results are available in three minutes.

All participants receive information on diabetes, and those with at-risk levels are given appointments for counseling.

"American Diabetes Alert" will be observed on *Tuesday, March 20*. Although more than 11 million Americans have diabetes, almost half of them don't know it yet.

This is a chronic disease in which the body does not produce or properly use insulin, a hormone that is needed to convert food into energy.

Diabetes often leads to serious complications such as heart disease, kidney disease, blindness, nerve damage and circulatory problems.

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**Intercom**

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## Helping To 'Make Tomorrow Brighter'

### Awards Go to FAAers for Tutoring Youngsters

Eight FAAers were recently honored by Andrew Jenkins, the Superintendent of Schools of Washington, DC, for their reading, math and science tutoring help to Hine Junior High School students.

Presented by Barry Harris, Deputy Administrator-designate, the awards were given to Janice Armstrong, ALR-200; Carol Ashby, ASM-310; Jim Burns, ASQ-100; Betty Jones, ASM-4; Joel Laferriere, ASM-260; Rita Morgan, APN-200; Jack Reilly, APS-430; and Tom Williamson, ASA-240.

The volunteers were thanked for making tomorrow brighter for the students.

The FAA Volunteer Committee members have been helping the community in a variety of ways since 1984. In addition to the tutorial program at Hine, members are involved in enrichment activities - field trips and friendship groups, for example - to encourage students to stay in school.

Committee members also support outreach programs to senior citizens

and programs to promote freedom from drugs.

One recent event, sponsored by the DOT Volunteer Committee and hosted by the FAA Volunteer Committee, was the Valentine's Day party for senior citizens.

Held at Christ United Methodist Church, it featured a fashion show with modeling by members of the Southwest Senior Citizens group and guest model Jim Bassett, gift giving and refreshments.

FAAers coordinating the party included Elaine Hunt, APA-200; Luther Falls, AAS-300; Rita Morgan, APN-200; and Katrina Thomas, AMS-500.

Local businesses - The Answer, Bené Millinery & Bridal Supplies and Billie's Fashions - furnished the clothing modeled.

Margaret Powell, AHR-140, is chairperson of the FAA Volunteer Committee.

Call her on x78916 if you would like to tutor Hine students or participate in other Volunteer Committee activities.

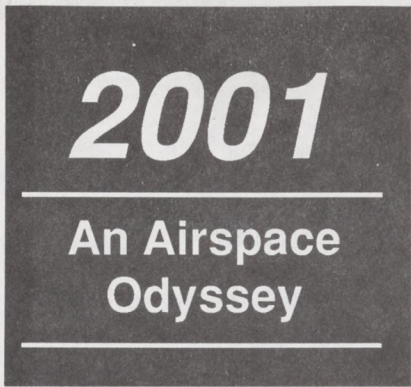


FAA Volunteer Committee members and supporters pictured are Katrina Thomas, AMS-500; Mary Couch, AOA-20; Barbara Sieger, AHR-150; Margaret Powell, AHR-140; Roger Martino, AMC-100; Barry Harris; Geraldine Homer for Jim Burns, ASQ-100; Luther Falls, AAS-300; Vern Edwards, ADS-120; Elaine Hunt, APA-200; Rita Morgan, APN-200; Ron Webb, ADA-3; and Al Mendez, ACR-3.

## 806.8 Million Passengers Fly into the 21st Century

**I**n the year 2001, some 806.8 million passengers will hop on commercial aircraft to travel around the nation and to foreign lands – a significant boost from the 480.4 million fare-paying passengers who took to the skies just last year.

That's equivalent to every person in the United States today making more



than three trips by air in one year.

Here's how the passenger numbers in the year 2001 break down, according to an FAA forecast released in early March:

→ 670.4 million passengers will board major air carriers on domestic flights, up from 415.6 million in 1989.

→ 73.1 million air travelers will take international flights originating in the United States, almost double the 36.8 million in 1989.

→ 71.2 million passengers will ride commuter and regional carriers operating aircraft with 60 or fewer seats. That's more than double the 32.1 million in 1989.

The steady rise in passenger numbers was one of many predictions revealed at FAA's 15th Annual Aviation Forecast Conference, held at the Mayflower Hotel in Washington, DC, on March 2.

Another prediction is that in 1996 for  
*turn to Forecast on page 4*

March 20, 1990

  
U.S. Department  
of Transportation  
Federal Aviation  
Administration

## Headquarters Intercom

### Boosting Crash Survivability

#### Exit Row Seating Rule: Controversial, Necessary

To increase airline passenger safety, the FAA has issued a final regulation requiring air carriers to restrict seats in

*Anti-discrimination rules for disabled passengers strengthened. See page 5.*

exit rows to only those persons who are able to activate emergency exits and perform other emergency functions to ensure quick aircraft evacuation.

"The issues raised by this rule are both difficult and controversial," FAA Administrator James Busey said.

"They require, in the interest of the safety of all passengers, that some passengers be treated differently than others, depending on their physical abilities," he said.

FAA found that the "fastest possible evacuation of the aircraft" is critical to survivability in an accident.

Due to "the pivotal role played by those passengers seated in closest proximity to airplane exits," it was necessary to establish passenger eligibility to sit in an exit row.

*turn to Exit Row on page 5*



DOT Secretary Sam Skinner meets the AT&T computer.



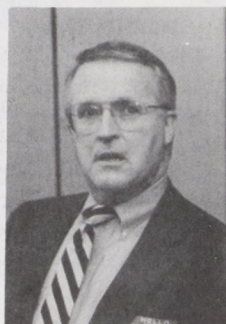
Administrator Busey and Secretary Skinner snip the ribbon.

### Feeling Their 'OATS'

The agency's 'OATS' contract got an official kickoff on February 20 with an FAA Headquarters ribbon-cutting ceremony.

OATS stands for Office Automation and Technology Services.

The contract, awarded to AT&T Federal Systems, aims to eliminate computer confusion at FAA by eventually replacing the dozens of different computer brands currently used by the agency with AT&T desktop and laptop workstations.



Mike Sherwin heads up FAA's Management Systems, the organization guiding OATS development and implementation.

Photos by Lance Strozier

**New Opportunities.** In observing March as Women's History Month, FAA Administrator James Busey said the agency salutes the women who have left their mark on American society.

In a statement to all FAAers, Busey added, "we further commit ourselves

## Highlights

to provide opportunities for women to realize their potential to participate equally in the development of our Nation's future."

The FAA chief said women have been in the forefront of every major social movement and have obtained more and higher professional positions in the federal government.

"New milestones have been reached, but increased opportunities are still attainable," he said.

SE

**Computer Boost.** An improvement to the ARTS IIIA air traffic control computer equipment at Dallas/Fort Worth International Airport has increased the computer's processing capacity and boosted reliability.

ARTS stands for Automated Radar Terminal System. The IIIA version is used at the nation's busiest airports.

The increased computer capacity will make it possible for the computer to handle more aircraft at any given time, FAA Administrator James Busey said.

Testing began on February 5, and the enhancement went operational at the end of the month.

The enhancement involves a new solid-state memory hardware, which replaced the old core memory; the installation of an additional computer processor; and the use of new software.

The additional capacity comes from the extra speed in processing the air traffic control data that is provided by the three elements in combination.

The system tracks aircraft in the airport area and displays information on identification, speed and altitude as part of aircrafts' images on the radar screen.

The additional capacity is important at Dallas/Fort Worth because of annual

increases in aircraft operations.

Operations grew to 696,557 in the 1989 calendar year, an increase of 18,310 over the previous year.

The FAA is planning to install solid-state memories at all 63 of its ARTS IIIA sites by the end of 1992.

**Budget Conference.** Sharing ideas to improve the budget process was the topic of business when about 85 people from the Executive Director for Regulatory Standards and Compliance (AXR) office and the Office of Budget (ABU) met in Washington recently.

Participants included regional budget officers, AXR Headquarters and regional program office representatives and Office of Budget representatives.

Bob Whittington (AXA-1), Wayne Barlow (AXR-1), Brooks Goldman (AAD-1), Tony Broderick (AVR-1) and Nick Stoer (ABU-1) were among the speakers at the meeting.

Irene Barnett (APR-1), who was instrumental in coordinating the conference, believes the conference goal was met because all the right players attended—those who deal with the day-to-day budgeting and financial management of the national AXR organization. Our goal was to "start building a community with identity and common direction," said Barnett.

To continue the building process AXR and ABU are establishing task-work groups to deal with the issues identified at the conference.

**Capacity Committee Chief.** Mimi Weyforth Dawson, a former Deputy Secretary of Transportation, has been appointed to chair the recently formed Airport Capacity Funding Advisory Committee.

The committee will make recommendations to the DOT Secretary on innovative funding mechanisms for airport capacity projects, focusing principally on the issues surrounding the possible repeal of the federal prohibition against locally imposed surcharges on airline passengers by airport operators.

In making the appointment, DOT Secretary Sam Skinner said, "Mimi Dawson's knowledge of transportation, coupled with her well demonstrated capabilities in the resolution of complex and sensitive issues, makes her the ideal chairperson for this important committee."

The 14-member committee will receive administrative support from the FAA. It includes airport and airline representatives.

Established under a Congressional directive, it is scheduled to report to Congress in about six months.

**Oops.** When *Intercom* ran a photo and caption about FAA weightlifter Ernie Schmuck in the February 27 edition, there was a typo in name of Ernie's radar facility.

He works at the Angel Peak Sector Field Office, Las Vegas.



Bob Whittington talks to about 85 FAAers who work with the budget. The meetings took place January 30-February 1 in the Washington, DC, area.

**"Airline deregulation is working."**

That's how DOT Secretary Sam Skinner summarizes the results of the most comprehensive airline competition study by the federal government since economic deregulation took effect more than 10 years ago.

Today air travelers receive more service to more cities at a lower cost because of deregulation, Skinner said.

DOT's nine-month study found that competition among air carriers has increased.

The most significant change in the airline industry was the development of hub and spoke networks.

"Our study shows that air travelers have benefited under deregulation through more service at lower cost. Air service networks have expanded, increasing the frequency of departures at more airports in more travel markets," the DOT Secretary said.

"And the wide use of discount fares has made it possible for greater numbers of people to afford travel," Skinner said.

#### **'Pockets of Problems'**

The study did point out "pockets of problems," such as increased airport congestion at hub and spoke operations and higher fares for passengers traveling to or from some highly concentrated hub airports.

However, Skinner emphasized, "This points out the need for a full partnership between federal, state and local governments and the industry to expand capacity."

While the overwhelming majority of travelers have benefited from lower fares and more competitive service, not all travelers and markets have enjoyed the same level of benefits, the Secretary said.

In city-pair markets dominated by a single carrier and for flights operating to or from the eight most concentrated hub airports, passengers pay higher fares than in other markets.

A "city-pair market" means the air travel between two specific cities, such as New York and Chicago.

Some hub and spoke operations have increased airport congestion. At some airports, inadequate facilities as well as

restrictive lease agreements are barriers that may prevent new entrant airlines from establishing service.

Skinner noted that while the industry nationally is more concentrated than in 1979, hub and spoke systems provide more frequent flights, a wider range of travel times and more travel options than were available under economic regulation.

Large airlines now serve nearly all large and medium-size cities.

Smaller cities receive substantially more service.

increased competition in a majority of city-pair markets.

However, at hubs dominated by a single carrier, such carriers have important economic advantages that reduce competition in heavily traveled, short-haul markets of less than 1,000 miles.

#### **Airline Fares**

The study found that in the 10-year period since deregulation, air fares, adjusted for inflation, have continued their long-term historic decline. Fare increases since 1986 have followed

## **Airline Deregulation Works**

### *Study Finds More Air Service to More Cities at Lower Costs, but with 'Pockets of Problems'*

With airlines linking cities and coordinating flights at hub airports, competitive service increased in a majority of city-pair markets between 1979 and 1988, the study said.

In 1988, 55% of passengers traveled between cities in markets where three

cost increases in the industry.

Passenger fares, when compared to the formula used when fares were regulated, were higher in short-haul markets and lower in long-haul markets, consistent with a cost-based, competitively determined fare structure.

In 1988, in the 698 city-pair markets that are dominated by a single carrier, passenger fares were an average of 14% higher than in competitive markets, and fewer discounts were sold. These single-carrier markets, however, represent only 10 percent of total revenue passenger miles.

#### **Concentrated Hubs**

The study notes that in 1988 at the eight most concentrated hub airports fares were an average of 18.7% higher than at all other airports.

The most concentrated hubs are at Minneapolis, Cincinnati, Dayton, St. Louis, Pittsburgh, Memphis, Salt Lake City and Charlotte.

Fares are the highest for travel to and from large cities that are between 250 and 1,000 miles from these hubs. However, these markets represent only 4.1% of revenue passenger miles.

The DOT study on the impact of airport and air traffic control barriers to entry found that severe peaking of

*turn to Deregulation on page 4*

### **Increased airport congestion at hub and spoke operations emphasizes the 'need for a full partnership between federal, state and local governments and the industry to expand capacity.'**

DOT Secretary Sam Skinner

or more airlines were competing, compared with 28% in 1979.

Charlotte, NC, offers a good example of how hubbing works. In 1979 the city had nonstop service to 32 cities, including eight small cities. In 1989 Charlotte had nonstop service to 73 cities, including 16 small cities.

The hub and spoke system has in-

## Forecast Conference Highlights Aviation Predictions for 2001

*continued from page 1*

the first time the number of passengers crossing the Pacific will exceed those hopping the Atlantic.

International flights will increase dramatically, partly due to growing business relationships with Japan, Korea and other Asian nations.

"Aviation's increasing international impact is getting a lot of attention these days," said FAA Administrator James Busey. "But it's really nothing new. Since the days of the first international carriers, aviation has been making the world smaller, shrinking the time it takes to get from one country to another."

Busey gave the conference keynote address to more than 600 experts from the United States, Europe and Asia, and futurist Joseph F. Coates delivered the luncheon address.



FAA's forecast book contains 258 pages of aviation facts and projections.

## Deregulation of Airlines Working *from page 3*

demand has contributed to increased congestion and delays at many hub airports.

It also found that slot allocation programs at Chicago O'Hare, New York's LaGuardia and Kennedy airports and Washington National Airport make entry difficult for new service competitors.

An airport's ability to provide gates and other facilities to new entrants is often limited by long-term, exclusive-use and majority-in-interest leases with incumbent carriers.

### Regional Competition

The review of regional airline competition found that among the 300 most heavily traveled regional markets, 212 were served by two or more regional airlines, while major airlines provided direct competition to the regional carrier in another 24 markets.

The task force also looked at the competitive effect of airline marketing practices.

Roughly 80% of tickets are sold by travel agents, and most agents use a computer reservation system owned by the airlines. Concentration in the travel agency industry is quite low and does not inhibit competition.

### Reservation System Review

In addition to providing information on airline services and fares to travel agents, computer reservation systems provide important financial and competitive benefits for their airline owners. The benefits include booking fees, incremental revenues (the added airline bookings revenue a vendor airline gets when agents use its system) and marketing information.

DOT is reviewing the rules governing computer reservation systems to ensure they are not used to thwart competition.

The DOT study also looked at the effect of international aviation on domestic competition. International travel represents a large and growing share of operations and revenues for domestic carriers. International routes reinforce domestic networks and add financial strength and stability to carriers, enhancing their competitive posture.

Other highlights of the forecast:

→ Fare wars won't be a big factor in the 1990s. Fares per passenger-mile are expected to climb an average of 3.7% annually throughout the decade.

→ By the year 2000, Dallas-Ft. Worth International Airport will handle more than one million operations - takeoffs and landings - the highest in the nation.

Chicago's O'Hare is expected to be the third busiest airport with 827,000 operations in the year 2000, behind Atlanta Hartsfield with 932,000.

O'Hare will still handle the most passengers, 42.3 million, followed by Dallas/Ft. Worth, 35.1 million; Denver's new airport, 33.2 million; and Atlanta Hartsfield, 31.3 million.

→ The number of air carrier aircraft will increase to 4,949 in the year 2001, a rise from 3,870 in 1989.

→ The number of commuter aircraft will increase to 2,229, up from 1,782 in 1989.

→ The active general aviation aircraft fleet will grow slowly over the entire 12-year forecast period to about 222,400.

→ Jet fuel prices are projected to increase by 3.2% in 1990 and by 1.6% in 1991, then increase by an average of 5.7% over the remaining 10 years of the forecast period.

→ The total aviation pilot population will increase by 1.5% to 704,300 pilots in 1990 and then increase annually by 1.2% through the first half of the forecast period. An 0.8% annual decline will follow in the second half of the forecast period.

*Thanks to Lisa Aveni for this report.*

## 1 Up, 2 Down



Headquarters elevator lobbies are sporting signs to remind FAAers that it's a good idea to walk up one flight of stairs or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

## Searching for DOT's 'Secretary of 1990'

The deadline is fast approaching to submit entries for the DOT Secretary of 1990 award.

All FAA men and women in secretarial or clerical positions are eligible.

The winner and semi-finalists will be announced on April 25 at a ceremony at DOT Headquarters in Washington. The program observes Professional Secretaries Week.

The theme of this year's essay is

"Embracing a New Vision." Judging will be based on originality and content.

Essays must be typed, double spaced, on an entry form and contain no more than 150 words.

They must be received by Pat Webster, Office of Civil Rights, ACR-3, Washington Headquarters, by April 11.

For an entry form, contact ACR-3 at x73256, FTS 267-3256.

## Disabled Airline Travelers

### Anti-Discrimination Rules Strengthened

The DOT has strengthened its rule prohibiting discrimination against disabled airline passengers by requiring airlines to provide services and accommodations that give them better access to air travel.

DOT Secretary Sam Skinner said the rules will ensure that U.S. air carriers provide "consistent, predictable services to disabled travelers, without discrimination and with accommodations the passengers need. The regulations accomplish this goal consistent with the safety of all passengers."

The rule prohibits certain airline practices that passengers have regarded as inconsistent and arbitrary.

It limits an airline's ability to refuse service to disabled passengers, restrict the numbers of handicapped persons on a flight or require passengers to travel with an attendant.

If a carrier refuses service to a handicapped person on safety grounds, the carrier must provide a written explanation. The rule prohibits carriers from restricting seating on the basis of handicap, except to comply with an FAA safety rule, such as the exit row seating regulation.

See story starting on page 1.

The DOT rule also requires accommodations for handicapped passengers - movable aisle armrests to permit easier transfers of people from wheelchairs to aircraft seats, accessible lavatories in widebody aircraft, on-board

wheelchairs and cabin storage space for folding wheelchairs.

Boarding assistance and baggage accommodation for manual and electric wheelchairs are also required.

For some accommodations that require preparation time, airlines can require up to 48-hours advance notice.

Carriers must train their public contact personnel to comply with the rules. DOT will review the training programs for larger carriers.

If consumers are dissatisfied with an airline's performance, they can contact a carrier's "complaints resolution official," send a written complaint to the carrier or contact the DOT's Office of Consumer Affairs.

If those efforts fail, a formal complaint can be filed with the DOT's enforcement office. That can result in civil penalties against the carrier.

The Department is also publishing three other documents:

→ A proposed amendment to the Department's rule governing accessibility of federally assisted airports to persons with disabilities.

→ A supplemental notice of proposed rulemaking concerning such issues as accessibility of airport ground transportation systems and performance standards for boarding chairs.

→ An advance notice of proposed rulemaking seeking technical information about accessible lavatories and boarding lifts for small aircraft.

## Exit Row *from page 1*

Passengers sitting near the exit doors must be able to:

→ Locate the door and quickly follow instructions for its use. A delay in determining how to operate the door can cost precious seconds. Operating it improperly can injure passengers or result in their deaths.

→ Physically open the door. Doors are often heavy and hard to manipulate. Not every passenger can open them quickly.

→ Determine when to open the door. This involves being able to respond to shouted or hand-signaled instructions from flight attendants, as well as being able to tell when opening an exit would be too dangerous - because of fire on the adjacent wing, for example.

→ Get around any obstacles and proceed quickly through the open exit, so as not to cause a traffic jam at the door and perhaps to assist other passengers in getting away from the burning aircraft.

→ Devote full attention to the emergency. A passenger having to care for small children, for example, may be unable to do so.

The regulation requires the airlines to inform passengers sitting in exit rows about what may be required of them in an emergency.

The regulation applies to all U.S. air carriers except unscheduled air taxis with nine or fewer passenger seats.

The rule goes into effect on April 5, with a compliance date of October 2.

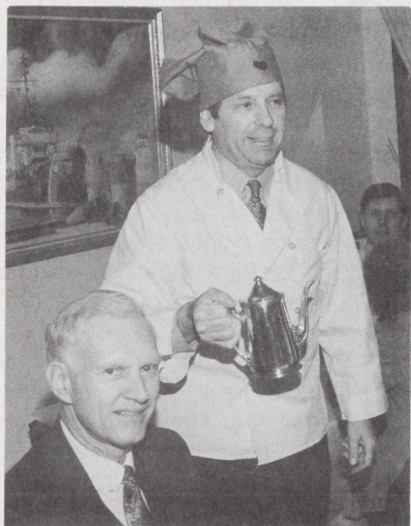
**Staples Out.** The orangish-colored *Intercom* is gone.

This new white color allows it to be recycled.

After reading the newsletter, *remove the staples*, and put it in one of the building's recycling boxes.

**Upcoming Events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

The deadline is *no later than 11 a.m.* every Wednesday.



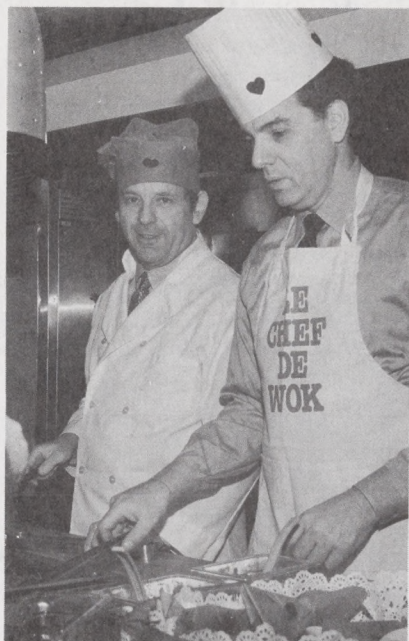
### Serving for Charity

When DOT Secretary Sam Skinner served up breakfast goodies on Valentine's Day, it was for several worthy causes.

The pancake breakfast raised donations for the DOT Volunteer Committee and FAA and Coast Guard relief funds to help financially strapped workers who suffered from last year's natural disasters.

These snapshots show Skinner keeping coffee mugs filled, including Bob Johannessen's cup, and dishing out breakfast fare with Jeff Shane, DOT Assistant Secretary for Policy and International Affairs.

More than 260 DOT employees, including FAAers, ate breakfast with the DOT chief in the Secretary's Mess.



Photos by Bob Laughlin

## Flightplan

**Women's history.** Everyone is invited to a program at 10 a.m., *Wednesday, March 28*, in the third-floor auditorium to celebrate Women's History Month.

The Federal Women's Program Committees at both FAA and the National Transportation Safety Board will sponsor the event.

It will feature noted speaker Eileen Hemphill, chief, Office of Consumer Education and Information, Department of Consumer and Regulatory Affairs, of the District of Columbia government. The FAA Chorale will also perform.

This year's theme is "Courageous Voices Echoing in Our Lives."

**Development fair.** On *Thursday, March 29*, the Federal Women's Program Committees will sponsor a Professional Development Fair in the FAA cafeteria from 2 to 3:30 p.m. These are time and location changes from previous announcements.

Visitors can stop by booths and learn about various special interest groups and organizations in the FAA.

Contact Diane Ables, x73880, for further information.

**Day care fundraiser.** Through *March 30*, the parents and staff of the DOT Day Care Center are sponsoring a fundraising sale.

For information on the items available, contact (by phone only, please) Stacey Helmer, x73644.

Here's a convenient way to help raise needed money for the DOT kids.

**Coalition schedule.** The Headquarters chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its monthly meeting on *Monday, April 2*, from 12 noon to 1 p.m. in conference rooms 8AB&C.

Contact Marcia Adams, x73488.

**FWPC schedule.** The next monthly meeting of the Federal Women's Program Committee (FWPC) is *Wednesday, April 4*, in FAA's Civil Rights conference room.

Contact Marcia Adams, x73488.

## Healthbeat

**Diabetes facts.** Each year over 150,000 people in the United States die as a result of diabetes and its complications. Health complications of the disease are blindness, kidney disease, amputations, heart disease and stroke.

So know the warning signs.

→ Insulin dependent diabetes, most frequent in children and young adults, is characterized by the sudden appearance of: constant urination, abnormal thirst, unusual hunger, rapid weight loss, irritability, obvious weakness and fatigue, nausea and vomiting.

→ Non-insulin dependent diabetes normally occurs in people after age 30. It can exhibit any of the previously mentioned signs or: drowsiness, itching, a family history of diabetes, blurred vision, excessive weight, tingling numbness in feet, easy fatigue, skin infections and slow healing.

Any of these symptoms can mean

diabetes, but only a medical doctor can determine if you do have the disease.

Costs attributed to diabetes - indirect and direct - are \$20.4 billion annually, which is nearly 5% of total U.S. health care costs.

A free quarterly newsletter and information about this chronic disease are available from the:

American Diabetes Association  
Diabetes Information Service Center  
1660 Duke Street  
Alexandria, VA 22314  
1-800-ADA-DISC  
or  
(703) 549-1500 (in Virginia and metro DC)

Headquarters

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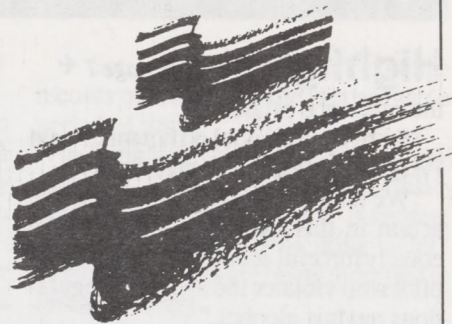
## 'Partnership for Progress'

### National Transportation Policy Moves America

"Moving America into the 21st Century." That's the theme of the new National Transportation Policy that spells out 169 guidelines and 65 legislative, regulatory, budget and program initiatives.

It made its March 8 debut at the White House as President Bush and DOT Secretary Sam Skinner unveiled strategies to move passengers and goods in the 1990s and beyond.

turn to Policy on page 4



March 27, 1990



U.S. Department  
of Transportation

Federal Aviation  
Administration

## Headquarters Intercom

### Ghost Pilots Celebrate 10 Years of Simulating Scenarios



Here are some of the real people behind the simulated scenarios. The 'ghost' pilots are celebrating a decade of providing realism to air traffic control training at the FAA Academy.

Photo by Jean Hunter

"Los Angeles Center, this is Delta Five-Zero-Niner."

"Delta Five-Zero-Niner, Los Angeles Center. Go ahead."

"Roger, Los Angeles Center. Delta Five-Zero-Niner reporting flight level, Two-Two-Zero."

Normal, realistic sounding conversation in the air traffic world, but in this case the controller is not at Los Angeles Center and is not on the job as a controller - not yet.

But then, the professional sounding pilot, reporting the assigned altitude, isn't in California at all and no higher than the second floor of the FAA Academy's Radar Training Facility building in Oklahoma City.

The pilot is really one of 11 simulated, or "ghost," pilots - training technicians who provide realism to the school's terminal and en route instruction, as well as site-specific controller training programs.

Recently, the professional men and women who simulate commercial

turn to Ghost Pilots on page 2

**It's Official.** In a March 9 voice vote, <sup>Harris</sup> the Senate confirmed Barry L. Harris as FAA Deputy Administrator.

He was sworn in by Administrator James Busey during a private ceremony on March 12.

Harris, 51, is an instrument-rated pilot who has logged more than 500 hours annually in the past few years in fixed-wing aircraft and helicopters.

**Harris Trio.** Barry Harris is one of three top agency officials with the same last name.

Another Harris, Edwin Harris, is

### Highlights

Executive Director for System Operations, AXO.

A third Harris, Edward Harris, has been nominated to head FAA's expanded System Capacity and Requirements Office, ASC.

Currently director of the Technical Center in Atlantic City, Edward Harris is expected to move to Washington Headquarters in May.

**Licenses Yanked.** In an emergency <sup>2w</sup> order, the FAA revoked the pilot licenses of three Northwest Airlines flightcrew members for flying under

turn to Highlights on page 2

## Highlights *from page 1*

the influence of alcohol.

"Safety and alcohol do not mix," said FAA Administrator James Busey.

"We have taken quick and effective action in this case, and we will take equally forceful action against any other pilot who violates the agency's regulations against alcohol."

The agency acted after evidence showed that the flightcrew violated Federal Aviation Regulations against flying within eight hours of drinking alcohol, being under the influence of alcohol and having a blood alcohol level of more than .04% by weight during a flight from Fargo, ND, to Minneapolis on March 8.

*20H* **Anti-Drug Update.** The FAA has issued a regulation requiring private aircraft flying into or out of the country through Air Defense Identification Zones to be equipped with altitude-reporting transponders.

The regulation aims to make it easier for law enforcement agencies to spot aircraft engaged in drug smuggling and to reduce the risk of midair collisions in these over-water areas.

Transponders show an aircraft's altitude on controllers' radar screens.

Air Defense Identification Zones cover U.S. coastal waters and are monitored by the military to get advance warning of the approach of hostile aircraft.

The regulation must be complied with after December 30, 1990.

*28Z* **Northwest Fine.** The FAA has proposed a \$200,000 civil penalty against Northwest Airlines for improper aircraft maintenance that led to the in-flight loss of an engine.

The incident occurred January 4 when the right engine of a Northwest 727 fell off at 35,000 feet over western Florida.

No one on the aircraft or on the ground was injured, and the plane made

an emergency landing at Tampa.

An investigation showed that fluid from a leaking drain valve for the forward lavatory froze to the fuselage as the aircraft was enroute from Miami to Minneapolis. The ice build-up broke loose, hit the engine and tore it off.

The investigation also showed that the leaking valve was reported to the airline on several occasions between December 23, 1989, and the day of the incident, but it was not repaired. As a result, during that period the aircraft was operated in an unairworthy condition on 53 flights.

*3Z27* **Sioux City Update.** The FAA has proposed an airworthiness directive requiring airlines to modify DC-10 jetliners to prevent the type of hydraulic failure that led to last July's accident in Sioux City.

The proposed modification involves installing devices in the hydraulic system to keep hydraulic fluid from leaking out in the event hydraulic lines in the tail section are cut by flying debris.

In the accident last July, a fan disk on the center engine broke apart on a United Air Lines DC-10 and disabled the hydraulic system.

The flightcrew managed to retain some control, but the plane crashed during an attempted landing. Of the 296 people aboard, 111 were killed, and 185 survived.

The proposed modification would preserve enough hydraulic power following damage to the system to enable the flightcrew to fly and land the airplane safely.

The changes would have to be completed within six months on the DC-10-10 and within a year on all other DC-10 models.

The FAA is accepting comments on the proposal through May 1.

In earlier action aimed at preventing a similar accident, the agency ordered ultrasonic inspection of DC-10 fan disks for possible casting defects — a weakness suspected as causing the United fan disk failure.

**Recycle It.** This new white color of *Intercom* allows it to be recycled.

After reading the newsletter, put it in one of the building's recycling boxes.

## Ghost Pilots Celebrate 10 Years *from page 1*

and private pilot scenarios for air traffic control students celebrated their 10th anniversary as part of the Academy's controller training program. For many of the original FAA hires, it has been a decade of change and growth.

Air traffic students were the original ghost pilots, but back in February 1980 the FAA signed up 27 men and women under a physically handicapped preference hiring program to do the job.

Those hired were trained first in air traffic control principles, followed by three months of "ghost pilot" training.

As the number of students rose dramatically, the training technician program was contracted-out to meet the new needs. Now there are about 80 ghost pilots.

Since May 1982 when the first contract ghost pilots came onboard, the FAA has trained about 400 contract ghost pilots.

In later years as FAA ghost pilot numbers decreased, the FAA technicians trained senior contract ghost pilots to assist in the laboratory portion of ghost pilot training.

In 1985 the group geared up for the new site-specific training concept. That program customizes air traffic training for specific areas and is still in operation at the Academy for the Los Angeles Center.

For some of the FAA-hired ghost pilots, the job has been a springboard in advancing their careers. Four have attended the Academy's flight service program and are now working in stations around the country. Three now have jobs with the Academy's Revision and Development Section.

Two others are detailed to the Academy's Quality Assurance Staff to help evaluate contract ghost pilots, and one former ghost pilot now has an Academy computer programming position.

Only last month, Marlin Swofford, a physically handicapped ghost pilot working in the quality assurance program, was selected by the Southwest Region to attend the FAA Academy's flight service training program.

*Thanks to Roland Herwig of the Aeronautical Center for this report.*

The FAA is implementing a series of improvements designed to foster compliance with aviation regulations and answer criticism by the nation's private pilots.

The FAA's first action was to rescind a rule requiring the automatic 60-day license suspension of pilots who

marketing materials to promote aviation safety.

Part of the re-energizing is Back to Basics II, a five-year safety program which officially kicked off on February 26 and aims to cut general aviation fatalities.

→ Set up new training programs for

→ Set up procedures to expunge records of violations after a reasonable period of time.

In announcing the changes, Busey said that FAA's professionals "have done a good job with the marching orders they have been working under" but that the orders are being modified to improve safety.

He also told his audience that he "heard a lot" from general aviation groups since becoming FAA Administrator.

"Just about every major general aviation user group and countless individuals jumped on me about FAA enforcement," Busey said

"They said they were being treated unfairly. They told me they weren't getting the services they needed, and they said they mistrusted the FAA."

#### **Voluntary Compliance**

Busey added that "public confidence" in the agency is vital to safety and emphasized that "voluntary compliance is the 'bedrock' of aviation safety."

"The willingness to cooperate and to follow the rules is essential to safety. But that willingness to cooperate can quickly be undermined by the wrong kind of enforcement actions," he said.

## **Aiming To Be 'Firm but Fair'**

### *FAA Answers Private Pilot Criticism with New Action Plan for General Aviation*

violate controlled airspace around major airports.

Inspectors may now recommend lesser penalties and remedial training.

FAA Administrator James Busey, in a March 5 speech in Washington, DC, to members of the general aviation community, said he wants to bring a new flexibility to the FAA's compliance and enforcement programs.

#### **Top-to-Bottom Review**

The changes, he said, are the result of a top-to-bottom review of the way the FAA deals with enforcement and compliance.

"We've got to allow our inspectors to use discretion and judgment, but not at the expense of enforcement," he said.

"We will continue to enforce the rules and regulations and to expect 100% compliance, but our public responsibility to enforce the rules does not prevent us from being reasonable. We need to be firm but fair."

Busey said FAA plans to complete final actions on many parts of the plan within 90 days.

#### **Flexibility**

Among the changes are recommendations that would:

→ Make compliance procedures more flexible by putting more emphasis on aviation education and open communications.

→ Re-energize the agency's general aviation accident prevention program by giving it additional resources to provide better educational tools and

inspectors focusing on additional ways to handle compliance and corrective actions with added emphasis on better communications and improved human relations.

→ Handle some violations through administrative actions rather than legal actions. In many cases, a warning letter or remedial training may be more effective than legal enforcement.

→ Re-examine the agency's sanction guidelines to make them more consistent with the new approach.

→ Re-emphasize that FAA field inspectors use discretion, flexibility and judgment and encourage them to consider all facts and circumstances, including mitigating factors, and then prescribe remedial training, counseling or other corrective action.

→ Look at simplifying rules and regulations to improve understanding and promote compliance.



**'Just about every major general aviation user group and countless individuals jumped on me about FAA enforcement. They said they were being treated unfairly . . . they weren't getting the services they needed, and they said they mistrusted the FAA.'**

Administrator James Busey

**Wednesday Deadline.** *Intercom* is published weekly.

The deadline for items is *no later than 11 a.m.* every Wednesday.

## The Big Six

The National Transportation Policy highlights six basic themes. These goals for the Department of Transportation and FAA are:

- Maintain and expand the nation's transportation system.
- Foster a sound financial base for transportation.
- Keep the transportation industry strong and competitive.
- Ensure that the transportation system supports public safety and national security.
- Protect the environment and the quality of life.
- Advance U.S. transportation technology and expertise.

## Policy Moves America *continued from page 1*

The policy has been a top priority of Skinner's since he took the DOT helm in early 1989.

"Our economic standing depends on the long-range investments we make today in our transportation infrastructure," Skinner said.

"Carrying out a successful policy depends on a partnership among all levels of government and the private sector.

"There are increasing signs that the system is beginning to break down," Skinner said, "and we cannot afford unsafe, inadequate or inefficient transportation. We must meet growing challenges and demands amid an ever-changing transportation system."

The policy calls for:

→ Committing strongly to research and development of advanced transportation technologies.

→ Increasing flexibility in federal programs so state and local governments can focus their attention on projects that are most effective at achieving transportation goals.

→ Reducing government restrictions and requirements that raise transportation costs and lower productivity and competitiveness.

→ Using its guidelines in drafting the reauthorization legislation for aviation, highways, mass transit and highway safety programs, as well as in making regulations and rules.

→ Preserving the essential transportation facilities currently in place and making the best use of facilities to maximize capacity.

→ Closing critical gaps in the trans-

portation network and promoting effective connections between rural and urban areas, between ports and inland points, and between modes.

→ Maintaining the integrity of the trust funds and ensuring that all transportation user fees are spent for investments in transportation.

→ Increasing private sector involve-

ment in transportation where practical and in the public interest—for example, at air traffic control towers for low-activity airports.

→ Increasing flexibility for state and local governments to raise revenues—with passenger facility charges at airports, for example.

→ Recognizing that transportation's effects on the quality of life must play an important role in transportation strategies. This will minimize adverse effects on the environment and assure mobility for disabled travelers—key components of the strategy.

→ Keeping safety as the top priority.

"We will not deregulate safety. At the same time, we must be sensitive to the environment, quality of life and mobility and access for all Americans," Skinner said.

"Transportation research, innovation, education and technological expertise will be a key to preparing for the needs of the next century."

## 800 Independence Avenue, SW

## People

**Helping others.** FAAers can help fellow employees cope with personal and family emergencies by donating annual leave.

Gene Moldrzyk, for one, is an employee who qualifies to receive donated annual leave.

Gene, a secretary in ACS-100, needs the extra time to support his 12-year-old daughter Chrissy's fight against leukemia.

Chrissy first began treatment for

leukemia in 1985, but at the end of 1989 some of her tests showed that the disease had returned. Currently Chrissy is doing well, but continuing and time-consuming treatments have been necessary.

To donate annual leave time or to find out if you qualify to receive leave from others, contact Elmer Frasure, AHR-150, x78328.

When donating leave, the recipient can be identified from a specified group of FAAers.

## Flightplan

**Toastmasters meetings.** Meetings of the FAA Toastmasters Club are held on the *first and third Tuesdays* of the month from noon to 1p.m. New members are welcome.

Contact Elinor Rafferty, x73412, for meeting places and more information.

The club helps people improve their leadership and communications skills through such techniques as speech-making and giving impromptu, "on your feet" evaluations and responses.

Headquarters

**Intercom**

March 27, 1990  
No. 90-12

Pat Cariseo  
Pat Tomasetti  
Associate Editors

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(202) 267-8521

Interested in joining FAA's Senior Executive Service?

Now the agency has a new program to find talented managers with the potential to succeed in FAA's senior executive ranks.

Called the Candidate Development Program, it was put together by the agency's Senior Executive Resource Staff, AHR-20.

FAAers who are accepted in the program and graduate will serve as the

## Recruiting Top FAA Executives

### New Program To Find Qualified SES Candidates

primary pool for selection into entry-level SES positions. They will be certified by the Office of Personnel Management for three years.

The program's vacancy announce-

ment runs from April 16 to June 8. FAAers at the GS/GM 14 and 15 levels are eligible to apply.

Although previous supervisory experience is not mandatory, it is highly desirable and will be considered during the selection process.

For an information package, call Deborah Chambers, FTS 267-3914, or Debbie Clough, FTS 267-3918.

A selection process will be intensive.

turn to SES on page 6

April 3, 1990



U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

# Headquarters Intercom

172 +  
2 AA

## Russians, FAA Tackle Pilot Errors Agency Medical Team Plans Trip to Soviet Union

FAA and Soviet medical experts plan to zero in on some nitty-gritty aviation medical problems this summer.

It's all part of increasing U.S.-Soviet aviation contacts.

An agreement between the two nations to hold extensive discussions on civil aviation medical topics was recently signed at FAA's Civil Aeromedical Institute (CAMI) in Oklahoma City.

The visiting three-member Soviet delegation was headed by Dr. Evgeny Khvatov, deputy chief of the medical

turn to Russians on page 3



It's official! The Soviet Union's Dr. Khvatov and FAA's Dr. Shepard signed an agreement at CAMI to discuss aviation medical topics.

Photo by Jean Hunter



## Sporting Red Suspenders

The real Langhorne Bond meets the canvas version. The past FAA chief said artist Peter Stevens, a former Royal Air Force pilot who lives in the United States, had "little to work with, but has made much with it."

Photo by Bob Laughlin

### Langhorne Bond's Portrait Joins 10th Floor Gallery

Langhorne Bond stuck his thumb under his suit vest and tugged on red suspenders. He enjoyed showing them off and joked about the crimson paraphernalia as he reminisced about the days before becoming FAA's seventh Administrator.

During his early government career, Bond recalls being the only staffer to park a motorcycle in the Headquarters basement.

And the red suspenders?

Bond wore them when he was FAA chief. They showed up prominently in his official portrait, which is now on display on the 10th floor at Headquarters.

To mark the March 6 portrait unveiling, Bond was joined by his wife, Queta; daughter, Prescott; a group of friends; and current and past FAA and DOT officials.

During the tribute, FAA Administrator James Busey called Bond the "man of the hour" and said his portrait is "a magnificent piece of artwork."

turn to Bond on page 5

2c **Aviation Survey.** The agency is surveying 30,000 randomly selected general aviation aircraft owners for information on aircraft usage and equipment.

The questionnaire, solicits information on flight hours, how the aircraft is

## Highlights

used, the types of avionics equipment on the plane and the rate of fuel consumption.

The agency uses the data to monitor general aviation activity and help it anticipate and meet the demand for services, assess the impact of regulatory changes and implement measures designed to assure continued system safety for all users.

27 **No Smoking Test.** The FAA Academy in Oklahoma City is testing a 90-day smoking ban throughout the 22 buildings it occupies at the Aeronautical Center.

Academy Superintendent Bart Baranowicz said the ban was in response to employee concerns.

2c **Easy To Read.** New, easy-to-read navigational charts for general aviation pilots who fly under visual flight rules (VFR) have been published to help them find their way around southern California's busy airspace.

The charts were developed jointly by the FAA, a chart publisher and the Aircraft Owners and Pilots Association.

Prominent landmarks are pinpointed, and arrows indicate FAA-suggested flight courses.

In contrast to existing charts, the new navigational aids provide VFR pilots with additional information to help them make safe flying decisions.

The charts were tested for three months by southern California pilots.

In announcing the new flying aids, Western-Pacific Regional Administrator Jerry Chavkin said they simplify VFR navigation and increase air safety in the Los Angeles basin.

He added that the charts should help reduce the possibility of a pilot inad-

vertently entering restricted airspace surrounding Los Angeles International and other busy airports.

The charts are published and sold by Jeppesen-Sandersen, Englewood, CO, and are known as "VFR NavService."

**Fast Getaway.** High heels may be fashionable for women, but they don't make good getaway shoes.

That's an anti-rape tip from the General Services Administration.

Wear street, or walking, shoes to and from work and change to dress shoes for the office, GSA advises.

Also remember, it's difficult to run in confining clothing, such as narrow or long skirts.

Recent studies have shown that the way women dress has nothing to do with rape or assault occurrences because rapists aren't even aware of their victims' clothing, GSA says.



This outfit may be chic, but it's not the best getaway attire.

Graphic and tip courtesy of General Services Administration

**Controller Convention.** The Professional Women Controllers organization will hold its 12th annual convention in Las Vegas on May 7-10.

This year's theme is "Pioneering the 90s."

Highlights include panel discussions on FAA training and civil rights with guest speakers from Headquarters, regional offices and the Academy.

Seminars will focus on recruitment

and career counseling, using the Franklin Planner and individual development plans.

To register, or for more information, contact Annette Gowans, (818) 786-2848, or Vicki Anderson, (702) 747-7337.

Make room reservations directly with the convention hotel, the Golden Nugget, by calling (800) 634-3454. The cost is \$67 a night.

2cH **Drug Crackdown.** To help thwart private aircraft drug smuggling, the FAA has proposed new requirements for aircraft registration and pilot certification and new procedures regarding fuel system modifications.

Law enforcement records show that in 1988, half of the illegal drugs seized were brought into this country by small private aircraft.

The proposals aim to prevent registration under a false name and operation of aircraft without actually intending to register the aircraft.

The new procedures would require each applicant to furnish several positive identifications, such as driver's license number for an individual or a tax identification number for business. A residential or business address must also be provided.

Each application would have to contain a certificate of true copy/identification verified by an FAA official or a notary public.

The proposal also establishes expiration dates for aircraft registration certificates and sets up a timely system for tracking ownership transfers. Issuing procedures for registration numbers and special markings will be clarified and amended.

Requirements for issuing pilot certificates will be changed to insure positive identification at the time of application. Acceptable types of identification will include driver's licenses, government ID cards and passports.

The pilot certificate itself would have to be renewed every three years.

The changes are intended to prevent smugglers from applying for pilot certificates under false names.

The agency is also proposing that  
turn to Highlights on page 5

## Update On 2CA 'Senior' Aircraft Next FAA Target: Controlling Corrosion

FAA is focusing on corrosion, an aging aircraft culprit, with several proposed airworthiness directives.

The directives call for comprehensive corrosion control programs covering Boeing 707s, 720s, 727s, 737s and 747s.

It's part of the agency's plan to insure airworthiness of all "senior" aircraft. The plan will be expanded to include other models made by other manufacturers.

The proposed corrosion plan coincides with the March 6 adoption of three final airworthiness directives requiring extensive structural modifications to older Boeing 727s, 737s and 747s.

The actions mark a fundamental change, adopted in 1988, in the agency's philosophy for maintaining the airworthiness of older aircraft.

Historically, the FAA has relied primarily on repetitive structural inspections to identify needed repairs due to corrosion and cracking.

These inspections become more frequent and demanding as aircraft get older and approach their manufacturer's "economic design goal" — the point in an aircraft's life when the cost of maintenance is expected to increase significantly.

Under the new approach, the agency is requiring airlines to make strengthening modifications to basic critical structures to prevent fatigue problems as aircraft reach their economic design goal. In addition, some parts, such as landing gear, must be replaced after a specified number of flight hours or cycles.

The structural directives immediately affect 115 U.S.-registered Boeing aircraft — 67 B727s, 28 B737s and 20 B747s.

The estimated cost for these 115 aircraft is \$142 million over a four-year period. Additional aircraft will be covered as they accumulate time-in-



FAA's structural and corrosion actions stem from an April 1988 accident in which this Aloha Airlines 737 — with almost 90,000 flights — lost 18 feet off the top of its fuselage but managed to land safely. Although metal fatigue was the primary cause of the failure, corrosion was also found.

service and reach the threshold for modification.

The affected aircraft are those that have passed their original economic design goals.

These are 20 years or 60,000 flights for the B727, 20 years or 75,000 flights for the B737 and 20 years or 20,000 flights for the B747.

Due to the magnitude of the proposed corrosion program, FAA anticipates that the work will be staggered over a period of time and generally coordinated with other scheduled maintenance.

The proposed program covers hun-

dreds of aircraft parts, delineating areas that must be checked and have corrosion corrected.

Here's a look at the work and cost:

→ Boeing 707/720: 126 corrosion areas, 400 planes worldwide, 74 U.S. planes, \$80,640 per plane.

→ Boeing 727: 125 corrosion areas, 1,710 planes worldwide, 1,143 U.S. planes, \$80,000 per plane.

→ Boeing 737: 121 corrosion areas, 595 planes worldwide, 232 U.S. planes, \$38,720 per plane.

→ Boeing 747: 118 corrosion areas, 284 planes worldwide, 65 U.S. planes, \$188,800 per plane.

## Russians continued from page 1

department in the U.S.S.R. Ministry of Civil Aviation.

Head of the U.S. delegation, Dr. William Shepard, manager of FAA's Biomedical and Behavioral Science Branch and other FAA representatives from Washington Headquarters helped hammer out the agreement.

Shepard will travel to the Soviet Union in July with an FAA working group to continue discussions in three aeromedical areas:

→ Rehabilitation of flightcrews from the effect of alcohol and drugs.

→ Research into the causes of human error in the cockpit and at air traffic control facilities.

→ The aeromedical certification process.

The Soviets arrived in Oklahoma City following a courtesy visit to senior FAA officials in Washington and a brief visit to the Technical Center in Atlantic City.

*Thanks to Roland Herwig, Aeronautical Center, and Mike Wayda, CAMI, for information for this report.*

**Upcoming Events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

The deadline is no later than 11 a.m. every Wednesday.

## FAA Asks Congress To Okay \$22 Billion Modernization Plan

### *Ambitious 5-Year Plan Provides 'Tools To Meet Aviation Challenges of the 1990s'*

The FAA is asking Congress to approve \$22 billion over the next five years to boost airport and airway capacity, increase safety and keep the FAA's air traffic control modernization on track.

The legislative proposal provides "the tools the FAA will need to meet the aviation challenges of the 1990s," FAA Administrator James Busey said in a March 19 speech before a joint meeting in Washington, DC, of the Airport Operators Council International and the American Association of Airport Executives.

The legislation, the "The Airport and Airway Expansion Act of 1990," is commonly called the FAA reauthorization bill. It is the first major action taken by DOT to implement the national transportation policy announced on March 8.

Highlights of the legislative proposal, which cover fiscal years 1991 through 1995, include reauthorization requests for the following:

- \$7.7 billion for federal grants to small and large airports to handle the growing number of users and increase safety and security.
- \$13.5 billion for facilities and equipment to ensure that major new modernization programs are not delayed.
- \$970 million for research, engineering and development — a 13% increase over similar funding over the past five years.

The FAA reauthorization legislation calls for new approaches to generate revenue for vital airport projects and greater use of the Airport and Airway Trust Fund over the next five years.

It would permit localities to assess "passenger facility charges" to give local airports greater flexibility in generating and using revenue for airport projects.

It also would allow modest increases in aviation user fees to meet modernization costs by having the people who use the nation's airways pay their fair share of the costs.

These increases include raising the passenger ticket fee to 10% from 8%; the freight waybill fee to 6% from 5%; the aviation gasoline fee to 15 cents a gallon from 12 cents; and the jet fuel fee to 18 cents a gallon from 14 cents.

The proposal calls for funding 85% of the FAA's budget with trust fund revenues.

Under the proposal, the fund's uncommitted balance would be decreased

from an estimated \$7.6 billion at the end of the 1990 fiscal year to less than \$3 billion at the end of the 1995 fiscal year.

Studies have shown that while 85% of the FAA's budget goes to provide service to air carrier passengers, shippers and general aviation, only 57% of its total budget has been appropriated since 1982 from the trust fund into which these users pay.

23A

### Greater FAA Autonomy

#### *Internal Changes Streamline Agency's Personnel, Procurement and Regulatory Procedures*

It takes more than money to run an efficient FAA.

When Administrator James Busey recently unveiled the agency's money request for the next five years, he also emphasized some important internal changes.

The internal improvements "return the greatest degree of autonomy to the FAA while ensuring that the Secretary of Transportation's proper oversight responsibilities are fulfilled," Busey said.

The internal changes will strengthen and streamline the agency's personnel, procurement and regulatory procedures. They include:

- Increased delegation of contracting authority from the DOT Secretary to the Administrator.
- Realigned agency procurements to deal more efficiently with projected spending increases.
- Streamlined contract reviews to eliminate duplication of work and refine procurement requirements.
- Increased authority over the establishment of senior executive positions and the pay of senior agency managers.

### Report Fraud to DOT Inspector General

In its campaign against wasteful and illegal practices, the DOT Inspector General is urging FAAers and all DOT employees to report fraud, waste, theft and abuse to its hotline.

An incentive program allows monetary awards of up to \$10,000 to employees whose information results in significant cost savings.

Employees may remain anonymous, and the information given is kept confidential.

To reach the Inspector General's Hotline, call the following numbers:

Toll Free: 1-800-424-9071  
Washington, DC  
(202) 366-1461

Information can also be sent to:

Office of Inspector General  
U.S. Department of Transportation  
PO Box 23178  
Washington, DC 20026-0178

## Highlights *from page 2*

records of all fuel systems modifications be automated and accessible through computer terminals using aircraft registration numbers. Such modifications are popular with smugglers because they give the aircraft increased range.

The automated records would give law enforcement authorities a quick method of checking on which modifications have been approved and which ones have not.

*11i*  
**College Grants.** The FAA has awarded \$1 million in grants to six colleges and universities for aviation education programs.

The airway science grants will be used for several projects including the acquisition of flight simulators, meteorological equipment and air traffic control simulators. The FAA sponsored academic program began in 1983 to boost aviation education.

A total of 39 institutions have FAA-approved programs available to students, and another 20 schools are in the process of achieving approval.

The grant recipients this year are:

→ Daniel Webster College, Nashua, NH - \$146,635 to acquire air traffic control simulation equipment.

→ Dowling College, Oakdale, Long Island, NY - \$129,265 to acquire meteorological equipment.

→ Embry-Riddle Aeronautical University, Daytona Beach, FL - \$200,000 to acquire equipment for an airway science simulation laboratory.

→ Metropolitan State University, Denver, CO - \$200,000 to acquire flight simulation equipment.

→ National University, San Diego, CA - \$173,735 to acquire air traffic control simulation equipment and meteorological equipment.

→ Parks College of Saint Louis University, Cahokia, IL - \$150,365 to acquire air traffic control simulation equipment.

**Wednesday Deadline.** *Intercom* is published weekly.

The deadline for items is *no later than 11 a.m.* every Wednesday.

## Tighter Airport Security Standards Better Training for Airline Passenger Screeners

22M

The FAA has approved higher standards for hiring, training and testing personnel who conduct security screening of airline passengers.

The standards were developed by the airline industry in close cooperation with the FAA over the course of a year. They are part of a continuing effort to increase passenger screening effectiveness and efficiency, a key link in overall airport and airline security.

All airlines will be required to adopt and use the new standards.

Monte Belger, Associate Administrator for Aviation Standards, termed the new standards "an important step forward in assuring the safety of the airline passenger. Carefully selected, well trained and motivated passenger screeners are crucial to the success of our campaign to minimize the criminal threat against the airlines."

Applicable at all U.S. airports, the standards include requirements that passenger screeners be:

- High school graduates or have equivalent experience.
- Drug-free, including free from alcohol abuse problems.
- Able to pass thorough background checks and aptitude tests designed to identify people who will make effective passenger screeners.

The training standards also include a 12-hour national training program developed by the airlines and the FAA. The program aims to insure that all screeners are qualified before they begin on-the-job training. Supervisors also must complete an 8-hour supervisory training program.

## Bond Portrait Unveiled *continued from page 1*

Busey chronicled Bond's career as Administrator (May 4, 1977, through January 20, 1981) as a time focused on "tough issues" including airline economic deregulation and the grounding of the entire DC-10 fleet following a disastrous American Airlines accident in Chicago.

During 1980, Bond's last full year in office, airlines had a fatal accident rate of zero.

Bond, 53, said he has enjoyed "celebrating the fact that democracy has gone forward in air transport successfully."

He also gave a "special tribute to those who went before me in this job and who come after me."

Bond, who was born in Shanghai, said his portrait hangs in a gallery of "real distinction," joining other former FAA chiefs.

Despite Bond's many successes, Busey jokingly pointed out a "quixotic, but hopeless cause" that never succeeded.

Bond had a reputation for trying to erase government jargon from FAA's written word. And Busey reminded him of his attempts.

"He nursed the vain hope that federal employees, particularly FAA employees, might someday write in the Queen's English," Busey said, sparking laughter from Bond and the audience.

"The dread split infinitive disease has crept into this document" he informed his chief counsel," Busey said.

Busey added that Bond often "lectured FAA staffers to put an end to jargon and ordered them to come up with a plan to abolish all junk words and replace them with their English language equivalents."

"I regret to report, Langhome, you didn't succeed," Busey said. "Use of the Queen's English ain't all that good."

**Recycle It.** This new white color of *Intercom* allows it to be recycled.

After reading the newsletter, put it in one of the building's recycling boxes.

FAA's "Back to Basics" was so successful in helping reduce general aviation fatalities that the agency is using it again.

This time it's a newer version, called "Back to Basics II," that recently made a debut before a packed Langley Theater at the Smithsonian's National Air and Space Museum in Washington.

"Safety is our number one priority, and I will insure my full support toward educational efforts that will con-

**'Many aviation accidents are the result of not complying with, ignoring or not practicing simple and basic operational procedures.'**

Administrator James Busey

## FAA Launches New General Aviation Accident Prevention Plan

tinue to reduce aviation accidents and fatalities," FAA Administrator James Busey told the more than 500 people who attended the kickoff event.

He said Back to Basics II - which runs for five years, 1990-94 - is an aggressive program that focuses on specific safety issues, but it will remain flexible enough to change with new demands. The program aims to cut accidents and fatalities by:

- Increasing the number of safety publications for pilots and mechanics.
- Encouraging the aviation industry to develop its own recurrent training programs.
- Having more FAA involvement in maintenance seminars.
- Fostering and encouraging young people to choose aviation careers.
- Improving communications among members of the aviation community.
- Increasing the number of seminars and clinics for pilots and mechanics.

Specifically, Back to Basics II focuses on providing 20 safety programs covering recurrent training for pilots and mechanics in areas where high numbers of accidents have occurred or where such training is necessary.

→ Ten programs are for pilots, both in the general aviation and the commuter and air carrier activity areas.

→ For the first time, the FAA has made the maintenance community an equal partner in the Accident Prevention Program with 10 programs de-

signed for their needs.

→ Training for mechanics is divided into two areas. Four airworthiness management programs will cover all maintenance Federal Aviation Regulations. The remaining six, called MasterMechanic Programs, will stress

## SES Candidate Program *continued from page 1*

It will be based on the following:

- Ability to manage an organization strategically.
- Knowledge of an organization and its operating environment.
- Ability to manage heavy personal demands.
- Communications skills.
- Skill in building and maintaining alliances and relationships.
- Ability to acquire and manage fiscal resources.
- Skill in leading people and managing human resources.

Headquarters

**Intercom**

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Pat Tomasetti  
Associate Editors

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training in technical subjects.

In 1986 the agency cranked up the first three-year Back to Basics, Busey said, because "many aviation accidents are the result of not complying with, ignoring or not practicing simple and basic operational procedures."

"We found that by utilizing educational efforts, persuasive techniques and motivational methods, accidents could be prevented," the FAA chief said.

The first Back to Basics racked up such impressive accomplishments as:

- Conducting more than 27,000 seminars for 1.2 million people.
- Sponsoring over 12,500 counseling sessions for pilots to interact with accident prevention specialists and volunteer counselors.
- Conducting more than 41,700 proficiency flights.
- Awarding of some 23,000 proficiency wings in support of the Pilot Proficiency Awards Program.

The first major screening step in the selection process will be a background/credentials review, which includes a managerial endorsement. That will be followed by a panel interview. Applicants will also pick colleagues and subordinates to rate them on several work-related factors.

In addition, applicants will participate in an executive development center - a simulated public sector executive's job.

Applicants will receive feedback at each stage of the selection process.

Once selected, candidates go through an in-depth, individualized development program that lasts from six months to two years, depending on a candidate's needs.

It includes on-the-job assignments, working with a trained senior advisor, exposure to high-level executives and formal classroom training.

On-the-job assignments may be in the FAA but outside the candidate's work area, in another modal agency, at an association or group that works closely with the FAA or in a Congressional committee or office.

## People

**New officers.** The FAA Toastmasters Club has new officers for 1990.

They are: *Patricia Reed* (NTSB), president; *Sharon Fletcher* (ANS-4), educational vice president; *Elinor Rafferty* (AAM-220), administrative vice president; *Howard Vaughn* (AFS-330), secretary; *Ray Kelly* (ADS-120), treasurer; and *Sharon Pearson* (AND-20), sergeant-at-arms.

*Ray Kelly* (ASD-120) and *Bill O'Brien* (AFS-20) recently received their "Able Toastmasters" certificates.

New members installed recently were *Valerie Delaine* (APN-100), *Bruce Morgret* (AMS-550), *Jeff Noreika* (ACS-323) and *Harry Siedentoph* (AAS-120).

## Feedback

**Good, bad snakes.** There are still some wild snakes in Washington's Rock Creek Park. But don't worry. They're nonpoisonous.

"I trust that anybody who sees one will leave it alone," says FAA's chief scientist *Dr. Robert Machol*.

Machol's suggestion was prompted by a March 6 *Intercom* story that chronicled the exploits of an FAAer and his wife who live on Guam and have killed more than 50 tree snakes.

It seems that the FAA outpost in the Pacific is teeming with the slithery critters that are devouring rare bird species.

Machol thought FAAers would be interested in some additional information on the Guam snake problem, so we're passing along a few of his observations.

The brown tree snake is not indigenous to Guam, Machol says. This poisonous snake was introduced to the island some years ago and has "multiplied like mad."

The snakes are four to six feet long, and they love to eat birds. That's the problem.

Guam has bird species found nowhere else in the world. Some have already become extinct because of the rapacious bird-eating snakes. Several

other species are near extinction.

Ornithologists, who have captured the remaining specimens and bred them in captivity, can't return the birds to Guam until the snake population is checked.

"In general, I strongly disapprove of killing snakes," Machol says. "I don't even approve very much of killing rattlesnakes, which generally do a lot more good than harm. But apparently the killing of brown tree snakes on Guam is an excellent idea."

## Healthbeat

**Cancer control.** April is National Cancer Control Month. Related events are a lecture on "Breast Care," *Wednesday, April 11*, at 11:00 a.m. in the third-floor auditorium; National Food Fight

## Detecting Breast Cancer

### Mammograms Scheduled for April 23-25

Among the "Health Promotion Programs" series this year are the mammograms being given *Monday through Wednesday, April 23-25*, from 9:00 a.m. to 3:15 p.m., in a mobile unit on the south side of the Headquarters building. Appointments can be made starting *Monday, April 9*, in the FAA clinic, room 327.

Again conducted by the radiology offices of Doctors Groover, Christie and Merritt, the mammograms - safe, very-low-dose X-ray examinations of the breasts - will be given to healthy women employed at FAA Headquarters or spouses of Headquarters employees who are 35 years old or over, have no symptoms of breast lesions and have no breast implants.

Mammograms can detect lumps and calcification at early stages, long before they can be found by physical examination. The American Cancer Society's recommendations for mammography are:

- Baseline, or first, between the ages of 35 and 39 - 30 if there is a family history of breast cancer.
- Every one to two years between ages 40 and 49.
- Yearly after age 50.

For Capital Care or Cigna health insurance policyholders, the insurance carrier will be billed for the mammograms. Cigna participants must provide both their identification number and a physician referral slip. Other participants must pay the \$65 charge at the time of the examination by check, money order, Visa or Master Card.

Exam results will be reported directly to participants and their designated physicians; they will not be reported to the FAA or any of its personnel.

For insurance reasons, all participants must provide complete physician information before being screened.

An earlier lecture entitled "Breast Care" will be given on *Wednesday, April 11*, at 11:00 a.m. in the third-floor auditorium.

Day, *Thursday, April 19*, as a reminder of healthy foods to eat to prevent cancer; and a mammography screening, *Monday-Wednesday, April 23-25*, from 9 a.m. to 3:15 p.m., in a mobile unit on the south side of the Headquarters building.

Literature available in the FAA clinic, room 327, concerns prostate cancer, testicular cancer, breast cancer and preventing cancer through good nutrition. Other information is available on request.

**1 up, 2 down.** It's a good idea to walk up one flight of stairs, or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

## Spirited Talk

When eight FAA Administrators - seven former chiefs and James Busey, the current agency head - got together for a breakfast meeting on March 6, they chatted about a wide range of issues.

Busey described the session as a "spirited and lively morning" with a lot of discussion about FAA's new and improved relationship with the DOT.

Posing for the photographer are, seated, left to right: John McLucas, Allan McArtor and J. Lynn Helms.

Standing, left to right: Alex Butterfield, Donald Engen, James Busey, Langhorne Bond and Najeeb Halaby.

Photo by Bob Laughlin



## Flightplan

**New shuttle number.** Starting April 10, Warren Morris, ASD-10, x79908, is the person to call to make reservations on the FAA shuttle between National Airport's Hangar 6 and the FAA Technical Center in Atlantic City.

**DOT fun run.** The DOT Employee Recreation Association is sponsoring a two-mile fun run around the Tidal Basin at 12 noon on Thursday, April 19.

Ribbons will be given to all finishers and trophies will be awarded to winners in various age groups.

Entry forms are available in the FAA exercise facility or from Nancy Watson, room 630, x79266.

**Tennis anyone?** The FAA tennis team needs intermediate level players (NTRP rating of 3.5 or higher) who would like to participate in the DOT league this summer.

Matches are played as mens or mixed doubles on Monday evenings at Hains Point (East Potomac Park).

For more information, contact Nancy Watson, x79266.

**Artistic flair.** Youngsters with an artistic flair can win national and international recognition for their talents in the 1990 International Aviation Art Contest, sponsored by FAA and the National Aeronautic Association in cooperation with the Federal Aeronautic Internationale.

All entries must be postmarked by April 16 and received no later than April 20.

Nine awards will be given to children, ages 5 through 16, in three categories. This year's theme is "Silent Flight."

For additional information, contact Connie Housewright, Public Affairs, x73469.

**Toastmasters meetings.** Meetings of the FAA Toastmasters Club are held the first and third Tuesdays of the month from noon to 1 p.m., and new members are welcome.

Contact Elinor Rafferty, x73412, for meeting locations and more information.

**Learn to fly.** The FAA Flying Club is conducting a private pilot ground school Tuesday and Thursday evenings, April 17 through June 7, from 6:30 to 9:30 p.m. at the DOT Nassif Building.

For more information, call Patti Barnhart, 591-9110 (day), 273-5486 (evening), or Brian James, 292-2825 (evening).

**Vintage aviation flick.** "Twelve O'Clock High" (1949) will be shown on Friday, April 20, at 7:30 p.m. in the Langley Theater at the National Air and Space Museum.

This Oscar-nominated film, starring Gregory Peck, focuses on the attempts of a young U.S. Army Air Force general to shake up and shape up the fic-

tional "hard luck" American 918th Bombardment Group during World War II.

**Berlin air raid.** The "Anatomy of a Raid: Berlin" symposium will be held on Monday, April 23, at 8 p.m. in the Langley Theater at the national Air and Space Museum.

It examines the bombing strategies of the U.S. Army Air Forces' March 6, 1944, raid on Berlin as seen through the eyes of the American and German pilots who were there.

U.S. B-17 bomber pilot Robert Shoens, B-17 gunner Harold Stearns and fighter pilot Hub Zemke will relate their experiences.

The German perspective will be given by Heinz Knoke, who shot down three B-17s during the raid, and his wife, Lilo, who witnessed the battle from the ground below.

**Help fight MS.** Volunteers are needed at registration, rest stops, the campground and the finish line for the Eighth Annual MS 150K Bike Tour on Saturday, May 19, and Sunday, May 20.

This fundraiser has become the National Multiple Sclerosis Society's largest special event nationwide, supporting 2,500 cyclists on their ride through scenic northern Virginia to raise \$540,000 for the fight against MS.

To volunteer or for additional information, contact Cardin Wyatt, (202) 466-6151.

## 'Shining Examples'

### Two Safety Inspectors Win Praise

Two FAA safety inspectors, whose actions led to the apprehension of a Northwest Airlines flightcrew, have been honored by DOT Secretary Sam Skinner and FAA Administrator James Busey.

The flightcrew allegedly violated rules against drinking and flying and flunked blood alcohol tests.

"Transportation Secretary Sam Skinner and I want to congratulate you for a thorough and professional investigation that reflects credit on yourselves and the Federal  
*turn to Inspectors on page 2*



DOT Secretary Sam Skinner thanks safety inspectors Verl Addison, left, and Douglas Solseth.  
Photo by Bob Laughlin

April 10, 1990



U.S. Department  
of Transportation

Federal Aviation  
Administration

# Headquarters Intercom

## First Airports Award

### Southern Region Wins Agencywide Accolades

The Southern Region Airports Division has won the first annual National Airports Division Award for its "outstanding achievements."

The winning division's manager, Steve Brill, credited the honor to the hard work of employees.

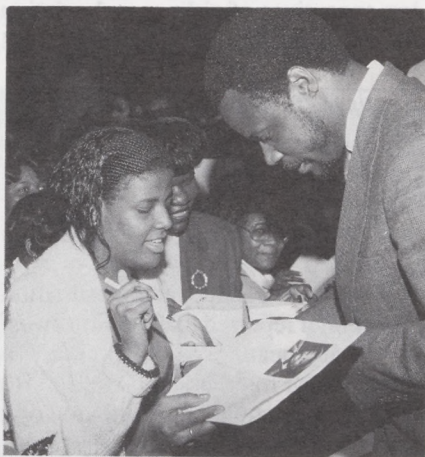
"I was delighted that the people in the Southern Region received this well-deserved recognition," he said.

"It is a tribute to the employees' professionalism, dedication to the job and concern for providing quality service to our customers."

During a March Headquarters ceremony, Assistant Administrator for Airports Leonard Griggs presented Brill with a plaque and said the selection process was "very difficult" because of the "uniformly excellent and exceptional quality" of entries from the other regions.

In the past two years, the division led the nation in placing the largest amount of funds under grant and completion of projects in the Airport Improvement Program.

That's a particular accomplishment since the number of FAAers in the  
*turn to Southern on page 6*



## Chilling Tales

Wintley Phipps told FAAers chilling tales about South Africa during a recent Headquarters salute to Black History Month. He signed autographs after the event. Find out more on pages 4 and 5.

**Licenses Revoked.** The FAA has revoked the air transport and commercial pilot licenses of the captain of a USAir Boeing 737 for actions it said

## Highlights

led to a fatal accident last September 20 at New York's LaGuardia airport.

The captain's failure to complete the pre-takeoff checklist fully and perform  
*turn to Highlights on page 6*

## 1989's Best Sectors

### Two Airway Facilities Take National Honors

The Illinois General NAS Sector, Springfield, IL, and the Atlanta Air Route Traffic Control Center Sector have been named Airway Facilities National Sector of the Year Award winners for 1989.

The two national winners were selected from a group of regional winners that exhibited high achievement in facility performance, human resource management and general programs.

The Illinois General NAS Sector (GNAS) covers about 56,345 square miles, all but 55 square miles of the state.

The sector, part of the Great Lakes Region, is responsible for 916 commissioned facilities and has 104 employees who showed a high degree of support for both regional and national programs.

The Atlanta Air Route Traffic Control (ARTCC) Sector in the Southern Region is charged with the safe and efficient flow of air traffic operations in about 103,000 square miles of airspace.

During 1989 the ARTCC handled 1,628,000 air traffic operations.

*turn to Top on page 5*

A new, six-point plan to sharpen the agency's anti-alcohol and anti-drug aviation enforcement has been added to its long-standing efforts against substance abuse and flying.

The plan, unveiled in early March during a congressional hearing, em-

phasizes the responsibilities of FAA inspectors and air carriers to make sure anti-alcohol and anti-drug rules are followed.

When a specific tip is received, inspectors are now required to give all the information immediately to appropriate airline management so the airline can begin an independent investigation.

→ On March 26 the FAA issued a

## Sharpening Enforcement

### Six-Point Plan Emphasizes Procedures Against Alcohol, Drugs

phasizes the responsibilities of FAA inspectors and air carriers to make sure anti-alcohol and anti-drug rules are followed.

Here's the action plan:

→ FAA Administrator James Busey has sent a message to all Flight Standards employees stressing the importance of following up on anonymous tips regarding airline flightcrew alcohol or drug violations.

five-page "quick reference guide" to all Flight Standards inspectors. The guide outlines procedures and inspectors' authority relating to alcohol and drug violations.

→ Busey is preparing a video tape for inspectors focusing on proper alcohol and drug procedures.

→ The Administrator sent letters to top executives of airlines and aviation interest groups stressing his personal

conviction about the seriousness of alcohol- and drug-related offenses.

Busey outlines what he believes is their "shared" responsibility to take actions to stop alcohol and drug violations in the future.

The letter included a copy of the "quick reference guide" for anti-alcohol, anti-drug procedures.

→ During a training session previously scheduled for this summer, about 3,000 inspectors—including enforcement and compliance inspectors—will benefit from a specific segment geared to procedures and authorities on alcohol- and drug-related offenses.

→ By early September, FAA will complete a review and revision of initial training for all inspectors. All information on administering alcohol and drug procedures will be included in one training module.

## Tougher Substance Abuse Rule on Tap

### Records To Be Checked

The FAA will issue a final rule later this year making it easier for the agency to track down pilots with substance abuse motor vehicle convictions.

The rule will allow the FAA to check driving records against its own list of pilot certificates.

After the rule goes into effect, pilots applying for medical certificates will be required to report all alcohol- and drug-related motor vehicle convictions or administrative actions to the FAA.

That includes the refusal to submit to an alcohol or drug test.

If a pilot has two alcohol- or drug-related motor vehicle convictions within a three-year period, the FAA will have the authority to suspend or revoke the license.

For the first time, the medical certificate application will include a consent provision allowing the FAA access to the applicant's records in the National Driver Register.

In the past, restrictive legislation has made it difficult for the FAA to cross-check state motor vehicle violations against its pilot certificate files.

## Inspectors Honored *continued from page 1*

Aviation Administration," Busey said at a ceremony in his office.

He awarded plaques of commendation to inspectors Douglas R. Solseth and Verl W. Addison.

The duo also visited Skinner, who presented them with "Way To Go" lapel pins and said that the DOT "is proud of you and the job you did."

Solseth and Addison worked together on March 8 to conduct an investigation triggered by an anonymous telephone call. The caller reported that the Northwest crew had been drinking in a bar in Moorhead, MN, near Fargo, ND.

The information reached Addison at Fargo's Hector International Airport. He advised the crew that if the allegations were true, they could be in violation of a federal air regulation prohibiting consumption of alcohol eight hours or less prior to working on a flight.

The crew denied the allegations and made its early morning scheduled 727 flight from Fargo to Minneapolis.

Addison immediately alerted Solseth by telephone. Solseth, accompanied by a police officer, met the crew in Minneapolis. Crewmembers were arrested and subjected to blood alcohol tests. The next day the FAA revoked the crew's pilot licenses, based on the results of the tests and corroborating information from eyewitnesses.

Northwest fired the crew several days later.

Busey told Solseth and Addison that "you are both shining examples of how aviation safety inspectors serve above and beyond the call of duty. Thank you for a job well done."

In honoring Solseth, Busey said, "... your actions required personal courage and a strong sense of duty. The highly professional manner in which you did your job is a credit to yourself and to the Federal Aviation Administration."

To Addison he said, "... your response and subsequent investigation of this crew's disregard for basic safety regulations resulted in immediate corrective action. You conducted your investigation in a highly professional manner."

## Getting Ready for the Shakes

The next time the earth trembles, FAAers in the Western-Pacific Region will be ready.

The region's public affairs staff has put together a special edition *Intercom* that chronicles the courageous work of FAAers during the October 17, 1989, northern California earthquake.

It also gives sound advice on how to prepare for quakes and what to do after they hit.

These tips are applicable to other emergency situations, too.

The 46-page booklet includes information on everything from designing a home emergency evacuation plan and disaster food planning to coping with children's reactions after a quake.

The Los Angeles Chapter of the American Red Cross supplied valuable safety and survival tips for the book. For their efforts in turning out the publication, public



*The surface beneath Oakland International Airport is composed of loose sandy soil. Beneath the soil is water. During the earthquake, the tremors caused the water to rise, mix with the soil and liquify the soil. This mixture came through cracks on the runway surface.*

affairs staffers Elly Brekke and Fred O'Donnell received on-the-spot awards.

The booklet was sent to all agency workers in the Western-Pacific Region.

Interested in getting one of the copies still available? Contact Fred O'Donnell, FTS 984-1431.

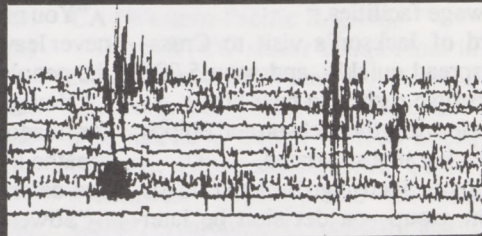


*The northern California quake shook the Oakland Air Route Traffic Control Center for about 30 seconds. It knocked panels, ducts and insulation from the ceilings. Despite the severe turbulence, none of the employees abandoned their positions.*

## *The San Francisco Bay Earthquake*

*October 17, 1989*

*Safety and Survival  
in an Earthquake*



*This 46-page booklet contains valuable earthquake safety and survival tips.*

**I**t was an "incredible experience filled with joy and scary moments."

It was South Africa in February, just days before Nelson Mandela was released after 27 years in prison.

In a spellbinding style, those days of black history turned into vivid eyewitness reports for hundreds of FAAers who packed the Headquarters auditorium to listen to a man who had been there.

Wintley Phipps, a world-renowned soloist, was lucky enough get a call from Jesse Jackson's Rainbow Coalition to go to South Africa with Jackson.

Phipps' tales from South Africa and his opinions on freedom and drugs in America were part of the agency's celebration of Black History Month.

Phipps related a horrible episode



Wintley Phipps tells FAAers about his experiences in South Africa.

while traveling with Jackson to Crossroads, a township of 100,000 black people that will "break your heart."

It doesn't have roads, lights or modern sewage facilities.

Word of Jackson's visit to Crossroads spread quickly, and soon 5,000 townspeople rushed to hear him.

After leaving, the Jackson and Phipps vehicles became separated.

Phipps decided to go back to find the Jackson group — a decision he later described as "providential."

As he approached Crossroads for the second time, a woman ran toward the van yelling, "The police, they're shooting the people!"

The body of a bleeding black man was carried past Phipps' van just as a yellow truck pulled up and twelve blue-shirted policemen came out with rifles.

"They knocked people back with the butts of their rifles," Phipps recalls.

## 'Freedom Was Electric in the Air'

*A Story of Hope and Violence in South Africa*

**'One of the greatest miracles is that Nelson Mandela came out of 27 years of imprisonment without a trace of bitterness, without a thirst for revenge.'**

Wintley Phipps

"Some ask how can five million whites who live in South Africa control 25 million blacks? That's how they do it, with brutality," Phipps said.

"Had we not gone back we would have never known. It was providential.

"God wanted us to see that. We saw with our own eyes people bleeding, people shot."

Here are more of Phipps' insights to events in South Africa at a time when "freedom was electric in the air."

### **On Soweto:**

Soweto is a bustling township of three million black residents near Johannesburg.

"You may leave Soweto, but Soweto never leaves you. You fall in love with the people.

"You get caught up in the struggle for freedom as you walk its streets and breathe the air that is filled with hope and determination.

"Soweto like all other black townships in South Africa is black deprivation living in the shadow of white opulence and privilege.

"You can't help but weep as you enter some of the makeshift homes of cardboard and galvanized aluminum in one of richest countries of the world.

"You see brown mountains filled with gold waiting to be mined. Yet you enter homes that are no wider than a telephone booth is high. No running

water, no electricity, no garbage collection for many of Soweto's inhabitants.

"But somehow as you move around the people you get a sense that what to the casual visitor is a shack is really a home, a place of integrity, a place of dignity."

### **On Nelson Mandela's triumph:**

"A man who has literally suffered himself into power.

"Think of it, Nelson Mandela — without a bullet, without a missile, without a gun or a standing army — is today the most powerful man in South Africa.

"A man without a title, without an office, without staff.

"And a man who had never seen a fax machine. He can't vote, he can't run for office, he can't live where he chooses.

"The majority of the people who live in South Africa call him leader. When he speaks, the world listens.

"Today, more than any man in South Africa I believe that Nelson Mandela holds the key to its peace as well as he holds in his hands the power to keep South Africa from a long night of violence and bloodshed.

"Were he not a calm, a reasoned man, a diplomat, an intellectual and spiritual giant, South Africa would be standing on the edge of a great abyss and years of bloodshed."

### **On years in prison:**

"Time spent in prison in South Africa is not a badge of shame. It is a mantle of honor and distinction.

"People speak often apologetically of not having the privilege of spending time in jail for the struggle for freedom.

"South Africa's black leaders chose to remain in jail rather than give up their fight for freedom.

"One of the greatest miracles is that Nelson Mandela came out of 27 years of imprisonment without a trace of

bitterness, without a thirst for revenge.

"This is a man who refers to his jailer his old friend. He says he strayed away from the faith, but he found his faith back in prison.

"He learned to pray, and prayer sustained him. That's why he came out of prison with his mind as clear and as sharp as it is."

#### **On 'people dams':**

"The black townships are dams - people dams - dams to contain and control this torrent of black humanity from overrunning white South African society.

"These people dams protect the cricket lawns, the white playgrounds, the life of excess and privilege.

"But something is going on in South

**'What does it matter if the doors of opportunity swing wide open, and you're too drunk or high to stagger through them?'**

Wintley Phipps

Africa. The dams are ready to bust, they're ready to break.

"The dams are swollen and ready to send a human flood all over South Africa. And the only hope lies in Nelson Mandela staying alive long enough to build with state President F. W. de Klerk and his counterparts what I call rivers.

"When a dam is ready to break you better build some rivers - rivers of constitutional equality to turn this potentially destructive human flood into a creative power to light and change and create the new South Africa."

#### **On freedom in America:**

"There is another dimension to freedom. What does it matter if the doors of opportunity swing wide open, and you're too drunk or high to stagger through them?"



Soloist Patricia Barnes entertained a standing-room-only crowd during FAA's Black History Month celebration in the auditorium.

Photo by Dennis Hughes

"Freedom is not the right to do as you please. Freedom is when it pleases you to do what's right.

"We as a people, black America, have not passed on the baton of that spiritual dimension of freedom to this new generation.

"And that's why we have teenage pregnancy. That's why we have the drug epidemic."

#### **On teaching values:**

"We've got to teach values again. We're going to lose a whole genera-

tion. We're going to become spiritually bankrupt.

"We've got to teach respect again. Some of the greatest blessings in life come from treating people with respect when you don't know who they are or what they could do on your behalf.

"You learn to say 'yes ma'am' and 'yes sir.' It doesn't matter if they're white or black. Treat them with respect.

"The world doesn't owe you anything. If you are blessed with something, be grateful."

## **Top Airway Facilities Sectors** *continued from page 1*

One of only two ARTCCs in the nation to have a NADIN (National Airspace Data Interchange Network) facility, this ARTCC Sector is responsible for 104 facilities and services. Its performance in various NAS projects has reflected the dedication and teamwork of its employees.

Awards ceremonies will be held in the winning sectors this spring to recognize each employee.

Top GNAS sector regional competitors for 1989 were Nebraska Sector, Grand Island, NE (Central Region); Empire Sector, Syracuse, NY (Eastern Region); Boston, MA, Sector (New England Region); Denver (Hub) Sector, CO (Northwest Mountain Region); Charlotte, NC, Sector (Southern Region); Oklahoma City, OK, Sector

(Southwest Region); and Los Angeles, CA (Western-Pacific Region).

Top ARTCC sector competitors in the regions were Washington Center, Leesburg, VA (Eastern Region); Indianapolis, IN, Center (Great Lakes Region); Albuquerque, NM, Center (Southwest Region); and Oakland Center, Fremont, CA (Western-Pacific Region).

**Staples Out.** The orangish-colored *Intercom* is gone.

This new white color allows it to be recycled.

After reading the newsletter, remove the staples, and put it in one of the building's recycling boxes.

## Southern Airports Award *continued from page 1*

division has shrunk by 34% -- from 101 in 1976 to 67 in 1989.

In keeping with its motto, "Partners in Creating Tomorrow's Airports," the division conducted an evaluation survey of its customers last summer with a 65% response.

The survey is being used to measure the division's effectiveness and determine future requirements.

Assistant Administrator for Airports Leonard Griggs presents Steve Brill, manager of the Southern Region Airports Division, with a plaque recognizing the group's work. Looking on is Quentin Taylor, Deputy Assistant Administrator for Airports.



## Highlights *from page 1*

other required actions during the take-off run resulted in flight 5050 going off the end of the runway and into the East River. Two passengers were killed, and several were injured.

"The lack of professionalism and dedication to safety exhibited by this captain cannot, and will not, be tolerated on an airline flight deck," said FAA Administrator James Busey.

Information received shortly after the accident cast doubt on the qualifications of the captain and the co-pilot -- both of whom initially failed to cooperate in the investigation -- to hold pilot licenses. As a result, the agency issued emergency orders suspending the licenses pending a successful demonstration of their flying skills.

The investigation has now been

completed, and Busey determined that the captain does not possess the care, skill, judgment and responsibility required to hold an airline transport pilot license or a commercial pilot license.

In a March 19 emergency revocation order, the FAA said the captain was responsible for performing the pre-takeoff checklist while taxiing to the runway.

The checklist, the order said, calls for a check of the various trim settings, including the rudder trim. But, the order continued, during taxi "you failed to correct the rudder trim which was in the full left position."

The full left setting of the trim pulled the aircraft to the left during the takeoff run and contributed to the decision to abort the takeoff at an unsafe speed.

Also contributing to the decision was a situation where more power was being

generated by the right engine than by the left engine, which intensified the movement to the left.

The difference in thrust, the order said, resulted from the captain's failure to monitor the power levels in both engines and correct any differences, as called for by the USAir flight manual.

**An FAA First.** The FAA recently held its first agencywide evaluation workshop at Florida's Center for Management Development.

More than 65 Headquarters and regional evaluation officers and managers from each region, center and national program office attended the three-day workshop.

It offered specialized courses in evaluation methods and design, interviewing techniques, data analysis, teambuilding and communications.

Workshop sessions also zeroed in on evaluation requirements, national policy, needs and problem areas.

Most participants said it was extremely valuable to meet other evaluators and swap information and experiences.

Additional workshops have been requested, and plans are in the works to take the workshop on the road. The next scheduled workshop is at the Aeronautical Center, April 30-May 1.

Theron Gray, Deputy Associate Administrator for Appraisal, AAD-2, briefed members of the Administrator's Management Team (AMT) on March 21 about the workshop.

*Sixty-five FAAers attended the first agencywide evaluation workshop. It included this session, below, led by Theron Gray.*



Headquarters  
**Intercom**

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Associate Editors

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## Office of Accounting EPG Racks Up Accomplishments

The Office of Accounting (AAA) EPG is a very active eight-member group.

After attending EPG training last May, the group returned to the office and immediately had an opportunity to put that training to work – or, in other words, they “hit the deck running.”

During their absence, it had been announced that the agency’s AAA and Logistics (ALG) organizations were to be moved permanently to the Transpoint building. The EPGers went right to work and developed information on this move, including an analysis of its total impact on the AAA and Headquarters workforce.

Along with Logistics’ EPG representatives, they presented the information to agency officials responsible for office space, who were then able to use it in the decision to keep the two organizations at their present locations.

Accounting’s EPG has been instrumental in promoting good human relations, and members appreciate the support given by AAA management.

Activities the group has sponsored include an annual employee picnic and a welcome coffee for all new employees to the organization.

Beginning this year, the EPG began presenting birth-

day certificates to AAA employees on their special day.

Current EPGers are John Brown, AAA-100, management representative; Larry Conrad, AAA-500; Roxanne Jackson, AAA-222; Maria McReynolds, AAA-212; Rose Millar, AAA-300; Rich Sloan, AAA-100; Norma Jean Vanagas, AAA-1; and Jerry Wallace, AAA-400.



Some of the FAAers who have been involved in Accounting's EPG activities are (seated) Rose Millar; Norma Jean Vanagas, chair; Ernie Keeling, Director of Accounting; and Margaret Powell (AHR-140), Headquarters EPG coordinator. Standing are outgoing management rep Pat Heidenthal, Larry Conrad, Rich Sloan, Roxanne Jackson and incoming management rep John Brown.

## Flightplan

**SES candidates.** Interested in joining FAA’s Senior Executive Service?

Now the agency has a new program to find talented managers with the potential to succeed in FAA’s senior executive ranks.

Called the Candidate Development Program, it was put together by the Senior Executive Resource Staff.

FAAers who are accepted in the program and graduate will serve as the primary pool for selection into entry-level SES positions.

They will be certified by the Office of Personnel Management for three years.

The program’s vacancy announcement runs from *April 16 to June 8*.

FAAers at the GS/GM 14 and 15 levels are eligible to apply.

Although previous supervisory experience is not mandatory, it is highly desirable and will be considered during the selection process.

Information packages are available

by calling Deborah Chambers, x73914, or Debbie Clough, x73918.

**New shuttle number.** Contact Warren Morris, ASD-10, x79908, to make reservations on the FAA shuttle between National Airport’s Hangar 6 and the FAA Technical Center in Atlantic City.

**DOT fun run.** The DOT Employee Recreation Association is sponsoring a two-mile fun run around the Tidal Basin at 12 noon on *Thursday, April 19*.

Ribbons will be given to all finishers, and trophies will be awarded to winners in various age groups.

Entry forms are available in the FAA exercise facility or from Nancy Watson, room 630, x79266.

**Tennis anyone?** The FAA tennis team needs intermediate level players (NTRP rating of 3.5 or higher) who would like to participate in the DOT league this summer.

Matches are played as mens or mixed doubles on *Monday evenings* at Hains Point (East Potomac Park).

Contact Nancy Watson, x79266.

**Learn to fly.** The FAA Flying Club is conducting a private pilot ground school *Tuesday and Thursday evenings, April 17 through June 7*, from 6:30 to 9:30 p.m. at the DOT Nassif Building.

For more information, call Patti Bamhart, 591-9110 (day), 273-5486 (evening), or Brian James, 292-2825 (evening).

**Help fight MS.** Volunteers are needed at registration, rest stops, the campground and the finish line for the Eighth Annual MS 150K Bike Tour on *Saturday, May 19*, and *Sunday, May 20*.

This fundraiser has become the National Multiple Sclerosis Society’s largest special event nationwide, supporting 2,500 cyclists on their ride through scenic northern Virginia to raise \$540,000 for the fight against MS.

To volunteer or for additional information, contact Cardin Wyatt, (202) 466-6151.

**Upcoming events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

## Healthbeat

**Cancer control.** National Food Fight Day is *Thursday, April 19*, and is a reminder to eat healthy foods to prevent cancer.

**Mammograms.** Mammograms to detect breast cancer will be given *Monday-Wednesday, April 23-25*, from 9 a.m. to 3:15 p.m., in the mobile unit on the south side of Headquarters.

Make appointments in the FAA clinic, room 327.

**Cancer facts.** Literature is available in the FAA clinic on prostate cancer, testicular cancer, breast cancer and preventing cancer through good nutrition. Other information is available on request.

**Stressed out?** Help yourself feel better by contacting FAA's Employee Assistance Program (EAP).

It's easy. Just call Jerry Meade, FAA's EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room 327, and asking for the EAP counselor.

Services are confidential and are also available to immediate family members of FAAers.

## Feedback

**Teaching values.** Students at Hine Junior High in Southeast Washington liked the Black History Month program held in the auditorium.

It featured two soloists and an eyewitness account of recent events in South Africa.

Hine students, who attended the event, penned a note to FAAers who helped make it a success.

"Our weekly lessons on values were reinforced through the keynote speech, and the musical selections were beautiful," they wrote.

*Story on the program, pages 4 and 5.*

**1 up, 2 down.** Headquarters elevator lobbies are sporting signs reminding FAAers that it's a good idea to walk up

## People

**A poet among us.** Scores of FAAers from across the country come to Washington every year for meetings and special assignments.

At least one left something to remember his visit -- a poem.

In February, *Roger Myers*, assistant public affairs officer for the Southern Region since 1971, came to Headquarters for a short stint in the Public Affairs office.

Myers, a former air traffic controller, also teaches aviation history and is an avid photographer.

In his "spare" time, Myers writes poetry, some of which has been published in literary magazines.

He took advantage of the early outbreak of spring weather during his stay and spent some of his lunch breaks and weekends visiting at nearby museums.

The statue *Justice* at the National Gallery of Art appealed to his poetic instincts, and this poem was the result.



### And Justice for All

*Old and stoic, dusty and faded  
Breasts ablazing, with eyes jaded  
She stands.*

*Not even a centerpiece, but in  
A corner, watching.*

*Oh yes, the masses come and  
they go, to and fro*

*In search of enlightenment,  
but always down the hall,  
Down the hall.*

*Why the hurry, she muses,  
Truth stays. It flies not by  
In a rush like they who  
Look for it must.*

*On closer look, does one  
See a smile, a smirk?*

*Ha, and justice for all.*

*Barthelemy Prieur's marble statue, Justice, stands in the National Gallery of Art in Washington. Part of the Samuel H. Kress Collection, it dates from about 1610.*

*Photo courtesy of the National Gallery of Art*

one flight of stairs or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

**Extra copies.** If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

**Right number?** At FAA Headquarters, Management Systems administrators

the distribution of the *Intercom* on an "all employee count" basis.

This means that each employee should receive one copy.

If your office is not receiving the proper number of newsletters, contact *Bernida Williams* in Management Systems, x78735, or your distribution representative to update your organization's distribution.

## Denver Airport Money

### \$90 Million Grant Biggest in History

The FAA has awarded the largest grant in its history — \$90 million — to help build Denver's new airport.

The fiscal 1990 grant includes \$54 million in discretionary funds and \$36 million in multi-year entitlement money, including entitlements for fiscal years 1990, 1991 and 1992.

"Today we are making good on our promise," DOT Secretary Sam Skinner said in announcing the grant at a March 27 meeting with Denver Mayor Federico Peña and  
*turn to Denver on page 8*



This huge tandem earth hauler is one of many clearing the site for the new Denver airport. It weighs more than 500,000 pounds when fully loaded.

April 17, 1990



U.S. Department  
of Transportation

**Federal Aviation  
Administration**

# Headquarters Intercom

*It took six months  
of intensive FAA  
investigation  
before North  
American's 757  
could begin flying  
passengers.*



The FAA doesn't certificate a new airline every day.

When North American Airlines received its certificate earlier this year, it marked the end of six months and about 3,000 hours of work by an eight-member team of FAA inspectors. Line-by-line, they analyzed documents that eventually could be piled more than two-feet high. They also flew over 20,000 miles to checkout crews, procedures and equipment.

Normally FAA certification of an airline takes three to six months, but North American's situation had some unusual twists:

→ The company's Boeing 757, which was leased from British Columbian Airlines, had been bought from Boeing new but equipped according to British CAA specifications. Inspectors not only had to make sure that the aircraft complied with British requirements, but also that those requirements met FAA specifications.

→ Idiomatic language differences in the operations and maintenance manuals had to be clarified and written according to U.S. usage.

→ Although North American offers charter service to Mexico, South America and the Caribbean, its main business is providing transcontinental

*turn to New Airline on page 6*

## Birth of an Airline

*Thousands of Hours,  
Stacks of Paperwork  
Before FAA Gives  
the Green Light*

## Key Words Missing

### Co-Pilot Failed To Declare 'Fuel Emergency'

The co-pilot of a Colombian jetliner failed to alert air traffic controllers of the severity of the plane's dwindling fuel supply and never declared an emergency, a transcript of cockpit audio tapes shows.

The Boeing 707 crashed January 25 on a hillside in Cove Neck, Long Island, killing 73 of the 159 persons  
*turn to Avianca on page 8*

**Sexist Labels.** Ever get stumped trying to describe a job in a non-sexist way?

Language tips on page 3 may help.

## Highlights

**Changes at NTSB.** The National Transportation Safety Board is streamlining its operations and adding more staff.

Find out details on page 7.

**On the Move.** Timothy Forté, Great Lakes Regional Administrator, is leaving the FAA to move to the National  
*turn to Highlights on page 2*

## Highlights *from page 1*

Transportation Safety Board.

Forté will head the NTSB's new Office of Aviation Safety in Washington, DC.

**Aviation Pioneer.** Lester J. Maitland, an aviation pioneer and the first to pilot an aircraft from the United States mainland to Hawaii, died March 29 at the age of 91.

Maitland, then an Army pilot, earned the Distinguished Flying Cross in 1927 when he made the historic flight.

He and his co-pilot and navigator, Albert F. Hegenberger, flew a three-engine Fokker, the *Bird of Paradise*, from Oakland, CA, to Wheeler Field on Oahu in June 1927.

Hegenberger died in 1983.

The 2,400-mile flight took 25 hours, 49 minutes and 30 seconds. Their navigation was aided by a radio beacon set up by the Army on the island.

The trip culminated in a huge celebration in Honolulu.

Several years earlier in 1923 as a member of an Army racing team, Maitland had set a world's speed record by flying an Army Curtiss racer 239.95 miles an hour.

He received a congratulatory letter from Orville Wright for reportedly being the first pilot to fly at 200 miles and hour.

**New Service.** The DOT has granted KLM Royal Dutch Airlines the authority to fly between Amsterdam and Baltimore under a newly established program to expand international service to more U.S. cities.

The award was the first made under the program, set up in January, to provide international air service outside of traditional bilateral negotiations.

KLM is expected to begin service on June 1.

**New NTSB Member.** Susan Coughlin is the newest member of the National Transportation Safety Board, filling the seat previously held by Dr. Lemoine Dickinson.

Coughlin is currently serving as the board's vice chair.

Her term expires December 31, 1993.

Previously, she was the first woman deputy administrator at the Federal Railroad Administration and served as acting administrator during the transition to the Bush Administration in 1989.

**Anti-Rape Tip.** Many female FAAers travel as part of their jobs.

Here are some anti-rape tips from the General Services Administration to remember when staying in an unfamiliar city.

Don't become a victim. Protect yourself by following these suggestions:

➔ Find out the locations of safe and unsafe neighborhoods.

➔ If possible, travel with a trusted colleague.



Graphic and tip courtesy of General Services Administration

➔ Ask if the hotel offers women-only floors.

➔ In dining rooms or restaurants ask to be seated with other guests to avoid being targeted as a woman traveling alone.

➔ When leaving a hotel room, always lock the door.

➔ While in a hotel room, keep the deadbolt locked and the chain on the door.

➔ Don't open the door unless you have called room service or are expecting visitors.

➔ If someone knocks on the door, verify that the caller is a person you're expecting – before you open the door.

➔ Even if you're expecting some-

one, look through the peephole if there is one before opening the door.

➔ If you like to jog or workout while traveling, ask the hotel to recommend a safe place. Don't jog in unsafe areas.

➔ Take taxis after dark, and don't walk alone at night. Even during the day, be alert.

**Airline Audits.** The FAA has a major new program designed to encourage the nation's airlines to improve safety through a strict program of internal audit.

The voluntary approach is based on the "time-honored principle – and statutory mandate – that the primary responsibility for monitoring and ensuring compliance lies with the airline," FAA Administrator James Busey said in a March 27 speech to the Aero Club of Washington, DC.

Busey describes the program this way: If an airline discovers an inadvertent violation, corrects the problem, reports it promptly to the FAA and puts in place a permanent correction, the FAA will not penalize the airline.

"I'm offering an incentive to encourage executives of airline companies to monitor personally the safety of their operations as closely as they monitor the bottom line," he said.

Busey said high-level corporate oversight is vital to the success of the internal evaluation effort.

"It means providing continuous review of policies, practices, procedures and systems to maximize safety," Busey said.

"This may involve designating a safety auditor or setting up a separate safety department reporting directly to the airline chief executive officer. Or it may result in some other structure that becomes an integral part of everyday management."

At the same time, Busey warned that the FAA will monitor the implementation of the new policy closely.

"Make no mistake," he emphasized. "Our FAA inspectors will continue to conduct regular inspections and surveillance. And they will expect and demand 100% compliance with the rules and regulations."

Busey said the new policy recog-

nizes that FAA's limited number of inspectors "cannot police every aspect of the industry, cannot crawl through the belly of every aircraft, look over the shoulder of every pilot, or personally screen every passenger and every piece of luggage that flies in the system."

The new policy was adopted after six months of meetings with the people who will be affected.

Represented at those meetings were 39 large airlines, 30 commuter airlines, four airline associations, 25 FAA field offices and all nine FAA regions.

**Airport Grants.** The FAA has approved \$76.8 million in allocations under the Airport Improvement Program (AIP) during the first quarter of the 1990 fiscal year.

The money went for 92 planning and development projects in 31 states.

Of the money allocated, \$42.8 million went for 26 projects at primary airports. This includes multi-year projects in which sponsors commit future year entitlements over two or more fiscal years.

Another \$19 million was allocated for 44 projects at general aviation airports, and \$11.4 million was approved for 10 projects at reliever airports helping keep traffic away from busier primary airports.

Smaller commercial service airports received allocations of \$3.1 million for seven projects. Airports in this category generate at least 2,500 passenger departures a year.

Also approved were five airport system plan studies costing \$545 thousand.

**Women Controllers.** The Professional Women Controllers organization will hold its 12th annual convention in Las Vegas on May 7-10.

This year's theme is "Pioneering the 90s."

Highlights include panel discussions on FAA training and civil rights with guest speakers from Headquarters, regional offices and the Academy.

Seminars will focus on recruitment and career counseling, using the Franklin Planner and individual development plans.

## 'Person'alizing Our Language

### Some Tips on How To Avoid Sexist Descriptions

*Do you ever get stumped trying to describe a job without being sexist?*

*Judy Lyde, a program analyst at the Aeronautical Center has some tips.*

*Here is her report, which appeared in the Aeronautical Center Intercom.*

With nearly half of the workforce comprised of women, it is evident that women are choosing to have a career, not merely a "job."

Women are moving into leadership positions because they exhibit

the required characteristics of leadership, strength and responsibility.

Jobs are no longer sex-typed, and competency is not a matter of gender.

The changes in the workforce often leave us tongue-tied when trying to "person"alize language when we speak and write.

Since the English language lacks a generic singular pronoun signifying either she or he, it has been customary and grammatically sanctioned to use the masculine pronoun when referring to either gender.

The following language terms offer some alternate choices:

#### Examples

mankind  
the best man for the job  
manmade (production)  
manhours  
manpower  
cameraman  
girls, ladies  
chairman  
Congressman  
businessman  
statesman  
mailman  
policeman  
stewardess

#### Alternatives

people, persons, humanity, human beings  
the best person (or candidate) for the job  
artificial, synthetic  
employee-hours, staff-hours  
worker, workforce  
photographer  
women  
head, chair, leader, moderator  
Member of Congress or Representative  
executive, business person  
public leader, public servant  
letter carrier  
police officer  
flight attendant

Terms like "male nurse," "lady lawyer," "male secretary," "lady doctor" or "lady pilot" can be avoided because nurse, lawyer, secretary, doctor or pilot convey the meaning. The gender is insignificant.

"The manager has a large responsibility to his staff" could be said, "The manager has a large responsibility to the staff."

"Man works to utilize his skills to the fullest extent. He takes pride in his accomplishments," might be better said as "People work to utilize their skills to the fullest extent. They take pride in their accomplishments."

Awareness is a key to correcting our use of the language. Old habits are hard to break. It takes awareness and practice to "person"alize our language.

To register, or for more information, contact Annette Gowans, (818) 786-2848, or Vicki Anderson, (702) 747-7337.

Make room reservations directly with the convention hotel, the Golden Nugget, by calling (800) 634-3454. The cost is \$67 a night.

**Mexican Talks.** DOT Secretary Sam Skinner recently met with Mexican Secretary of Communications and Transport Andres Caso Lombardo in Washington to discuss a range of issues related to air, motor carrier and rail transportation.

*more Highlights on page 7*

## Flightplan

**Earth focus.** FAA Headquarters is getting into the swing of Earth Day with activities organized by the Office of Environment and Energy (AEE).

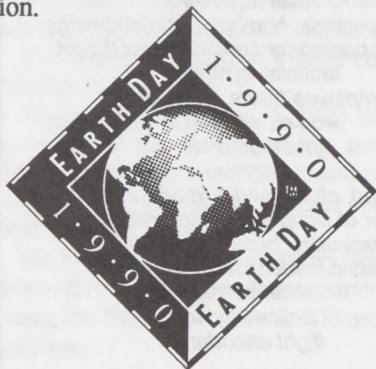
→ **Kickoff.** The Earth Day kickoff is Monday, April 16, at 11 a.m. in the auditorium. It features radio traffic reporter Walt Starling, speaking on "Pollution as Viewed from the Sky," and the FAA Chorale.

→ **Lunch flicks.** Other events include a lunchtime film series in the auditorium, from noon to 1 p.m. on these days:

**Wednesday, April 18:** "The Last Hunters," NOAA/Discovery Channel co-production.

**Thursday, April 19:** National Audubon Society film and speaker.

**Friday, April 20:** "The Ocean Planet," NOAA/Discovery Channel co-production.



→ **Earth info.** Throughout the week, tables will be set up in the FAA lobby with informational brochures, buttons, T-shirts and coloring books.

The first Earth Day, April 22, 1970, challenged people to wake up to environmental problems.

Since then, the Environmental Protection Agency was set up, and legislation to protect air, water and endangered species was passed.

Earth Day 1990 launches a "decade for the environment," linking local environmental concerns with global crises.

This worldwide demonstration hopes to motivate individuals to make lifestyle changes to conserve our planet. The slogan for Earth Day 1990 is "Think

Globally - Act Locally: You Can Make a Difference."

Although Earth Day 1990 is Sunday, April 22, many celebrations have already begun.

Events on the Mall include:

→ A month-long display by industry and national environmental groups, located east of the National Air and Space Museum.

→ A three-day fair, Friday-Sunday, April 20-22, sponsored by the EPA and other federal agencies and located north of the Washington Monument.

President Bush has said, "Earth Day, and every day, should inspire us to save the land we love, to realize that global problems do have local solutions and to make the preservation of the planet a personal commitment."

**Saving babies.** Did you know that over 250 babies die in Washington, DC, before their first birthday and that the infant mortality rate in the district is the worst in the nation?

The DOT/FAA Volunteer Committee invites FAAers to join the 1990 March of Dimes' "Walk America for Healthier Babies" on Sunday, May 6.

The walk-a-thon's goal is to raise \$900,000 for the March of Dimes fight against birth defects.

To date, the FAA Volunteer Committee has recruited leaders from various organizations to form teams to participate in Walk America.

If you would like to participate, you can walk one mile or eighteen miles, or come out to cheer the walkers on.

Please contact one of these team leaders:

Barbara Sieger, AHR, x73891  
Maria McReynolds, AAA, x78965  
Gilbert Shade, ATO, x79349  
Vera Edwards, ALG, x78888  
Milly Mateu, APR, x79700  
Ellen Butler, AFS, x73288  
Yvette Queen, AMS, x79888  
Celio Young, AGC, x73480  
Valeree Murray, ANS, 78617  
Vern Edwards, ARD, x77985  
Luther Falls, AAS, x78732.

For more information on how to contribute, contact FAA's volunteer chairperson Margaret Powell, AHR-140, x78916, or stop by room 516.



**'My Image' walk.** On Saturday, April 28, My Image after Breast Cancer, a volunteer non-profit organization, is holding its second annual walk-a-thon on the grounds of the Bethesda Naval Hospital.

My Image provides information and support to newly diagnosed breast cancer patients prior to treatment, through hospitalization and beyond.

My Image is affiliated with the national Y-ME breast cancer support organization, which operates a toll-free hotline at 1-800-221-2141.

The second annual "Walk for My Image and Yours" will begin following opening ceremonies at 9 a.m.

The 5-K walk-a-thon will follow a scenic route through the Bethesda Naval Hospital complex.

For a donation of \$5, a commemorative T-shirt is guaranteed to all who register before the event.

Obtain a registration form by calling

(703) 241-8628 or writing to My Image, 4089 Ridgeview Circle, Arlington, VA 22207.

**SES candidates.** Interested in joining FAA's Senior Executive Service?

There's a new program to find talented managers with the potential to succeed in FAA's senior executive ranks.

Called the Candidate Development Program, it was put together by the Senior Executive Resource Staff.

The vacancy announcement runs through Friday, June 8.

FAAers at the GS/GM 14 and 15 levels are eligible to apply.

Information packages are available by calling Deborah Chambers, x73914, or Debbie Clough, x73918.

**New shuttle number.** Contact Warren Morris, ASD-10, x79908, to make reservations on the FAA shuttle between National Airport's Hangar 6 and the FAA Technical Center.

**Busy April.** This is a busy month for aviation enthusiasts at the National Air and Space Museum. Here are some highlights.

**Berlin air raid.** The "Anatomy of a Raid: Berlin" symposium will be held on Monday, April 23, at 8 p.m. in the Langley Theater.

U.S. B-17 bomber pilot Robert Shoens, B-17 gunner Harold Stearns and fighter pilot Hub Zemke will relate their experiences.

The German perspective will be given by Heinz Knoke, who shot down three B-17s during the raid, and his wife, Lilo, who witnessed the battle from the ground below.

**New exhibit.** Opening on Friday, April 27, in the Sea-Air Operations Gallery is the "Modern Carrier Aviation: Seapower in a Changing World" exhibit, which portrays some of the major technological innovations that changed the way the world's navies operated in World War II.

It also shows how these advances continue to affect aircraft and ship design today.

**Dresden revisited.** On Friday, April 27, the film "Slaughterhouse Five" (1972) will be shown at 7:30 p.m. in the

museum's Langley Theater.

The movie is based on writer Kurt Vonnegut's experiences as an American POW during World War II.

In it, Billy Pilgrim becomes "unstuck" in time and travels back and forth through the events of his life, which include being present in Dresden during the Allied bombing raid.

**'Wings' open house.** On Saturday and Sunday, April 28 and 29, from 10 a.m. to 3 p.m. the annual "Wings and Things" open house at the Paul E. Garber Facility, Suitland, MD, offers visitors a chance to view more than 150 historic air and spacecraft and watch museum restoration experts demonstrate their techniques.

There will be music by the U.S. military and robot bands and kite- and model-building demonstrations.

The information number at the museum is (202) 357-2700.

**Coalition meetings.** The Headquarters chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its next monthly meetings on Monday, May 7, and Monday, June 4.

## Feedback

**Caring FAAers.** Ann Hoffer, AHR-10, wants to thank FAAers in the Alaskan Region who gladly donated blood to her sister who was hospitalized in Anchorage.

Ann's sister, who was becoming a new mother, needed the blood quickly. After Ann talked to FAAers in the Air Traffic organization, people she had never met, the blood was donated in a short time.

"Until you are on the receiving end of support like that, you don't realize how wonderful it is," Ann says.

Mother and new daughter Sarah are now doing fine.

**Survey evaluation.** Results of last year's Job Satisfaction Survey showed FAA Headquarters' scores were down in 1988, despite an agencywide increase in overall job satisfaction.

Through the Survey Feedback Action (SFA) program, supervisors have been encouraged to use survey results for feedback and action planning with their workgroups to make improvements.

Now it's time for a followup evaluation.

Senior managers and members of the SFA Team will interview employees, supervisors and managers in selected organizations.

The purpose of the followup evaluation is to assess the impact of the SFA program and evaluate the effectiveness of the survey process.

The followup evaluation will begin in May and continue through June.

The meetings are from 12 noon to 1 p.m. in conference rooms 8AB&C.

Contact Marcia Adams, x73488, for further information.

**FWPC schedule.** Monthly meetings are set for the Federal Women's Program Committee (FWPC) through the end of 1990.

Check your calendar and reserve the following Wednesdays from 11 a.m. to 1 p.m. for the meetings: May 2, June 6, July 11, August 1, September 5, October 3, November 7 and December 5. The meeting place is the Civil Rights conference room.

For further information, contact Marcia Adams, x73488.

**Three weeks, please.** Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring the item to room 908, or call x78521.

**Staples out.** The *Intercom's* new white color allows it to be recycled.

After reading the newsletter, remove the staples, and put it in one of the building's recycling boxes.

## New Airline *from page 1*

feeder service for El Al Israel Airlines, and it had adopted the El Al maintenance program.

El Al's maintenance procedures and manuals had to be checked for compliance with FAA requirements.

"Some of the work cards were in Hebrew and had to be changed to English," recalled airworthiness inspector Mike Falabella.

By using a team approach, the New York Flight Standards District Office (FSDO) speeded up the detailed tasks involved in the certification process.

Team members were Mel Freedman, team leader; Jack Colford, avionics; Dennis Conley and Kevin O'Donnell, operations; Mike Falabella, airworthiness; Dan Mahoney, security; Patricia Mattone, cabin safety; and Lou Zabia, maintenance.

The pre-application phase begins the certification process. On June 15, 1989, North American founder and former Civil Aeronautics Board Chairman, Dan McKinnon, told the FAA the kind, location and company principals of the operation he would be conducting. The FSDO certifying team was then formed.

During the formal application phase, specific information was submitted to the FAA detailing company operations, maintenance procedures and locations, training programs and compliance with the Federal Aviation Regulations.

In the document compliance phase, Conley and O'Donnell reviewed the dispatch function, facility inspections, training and pilot certification. The U.S. pilots also had to receive certificates from the British CAA. Mattone worked with them in analyzing flight attendant manuals and ground operations.

Falabella flew to London to review aircraft airworthiness records, and Zabia and Colford reviewed maintenance manuals. "All these had to be gone over line-by-line," Freedman said. "We also got help from others in the FSDO and the regional office."

Also during this phase, the Civil Aviation Security Division reviewed the security program.

## Message from the Secretary

### *Help Conserve Our Natural Resources*

On January 3, the President signed a proclamation designating April 22 as Earth Day.

As we approach the 20th anniversary of Earth Day, I urge you to focus on ways in which we as a department and as individuals can continue to help conserve our natural resources.

The theme of Earth Day 1990 is "you can make a difference."

The employee who takes the time to put paper in the recyclable bin, the person who walks to the store instead of driving a car, the individual who takes mass transit to work every day and the consumer who seeks out reusable, recyclable or returnable packages all contribute to the protection of our environment.

There are many opportunities to show your support and concern for our environment.

April 19 has been designated as Bike-to-Work Day by the District of Columbia government in cooperation with the Washington Area Bicyclist Association.

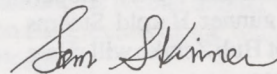
This event encourages individuals who have easy access to their work environment to use "clean motion" modes of transportation.

For the benefit of the environment, we must continue to use our mass transit system and the ridesharing program.

I applaud the efforts that you have made in this important area of conservation. The Department of Transportation must continue to set an example for other organizations.

Let us continue to work to keep our surroundings healthy and prosperous for the generations to come.

Earth Day serves as a reminder of things that you and I can change to help preserve the environment.



In the demonstration and inspection phase, the FAA team evaluated carrier performance. During flights to Los Angeles, Miami and Phoenix in the United States and Mexico, Venezuela and the Caribbean, all conceivable problems were simulated and crew reaction was tested.

"We even went through a simulation of a flight attendant breaking a leg. I played the role of doctor onboard," Freedman said.

Back on the ground at JFK Airport, the flight and cabin crews went through rigorous testing of cabin evacuation. "The crew failed the first test but eventually got it right," Mattone said.

At the same time the FAA team was doing its work, the Department of Transportation was independently checking to make sure that North American had the required financial backing and insurance for its proposed operation.

"The FAA is concerned with safety, and the DOT takes care of fitness," Freedman explained.

*Thanks to Duncan Pardue, Eastern Region Public Affairs, for this report.*

**Wednesday Deadline.** *Intercom* is published weekly.

The deadline for items is no later than 11 a.m. every Wednesday.

The National Transportation Safety Board has reorganized its operations and set up a new bureau, the Office of Aviation Safety, to focus exclusively on aviation accident investigations.

The reorganization became effective April 2 and aims to streamline the

hired to speed the process of issuing final reports.

The Office of Aviation Safety will be headed by Timothy Forté, who in late April is leaving his position as FAA's Great Lakes Regional Administrator.

→ The Office of Surface Safety is

"Achieving our mission of improving safety is in great part dependent on getting our recommendations adopted, and I expect this office to focus more Board resources on this effort."

→ The Office of Research and Engineering comprises a technical staff who has multimodal responsibilities, such as the materials and data recorder laboratories and the safety studies division. This office also includes a hazardous materials division.

→ To provide for more high-grade positions in the field, the ten aviation regional offices will be consolidated into eight over the next two years and the investigators reassigned to the remaining offices.

Three rail and three highway regional offices will also be established.

The Denver and Kansas City offices will close, and the Los Angeles office will relocate to Ontario, CA.

## Streamlining the NTSB

### New Office Focuses on Aviation Investigations

board's investigative process, according to NTSB chairman Jim Kolstad.

Kolstad said the restructuring intends to meet four objectives:

→ Organize accident investigation resources by mode of transportation.

→ Increase middle management positions and grade levels.

→ Upgrade the recommendation process.

→ Enhance technical and quality oversight of board products and activities.

"As the Safety Board approaches its 25th anniversary, it is recognized as one of the world's premiere accident investigation agencies. Yet in the last few years we have had to carry out our vast responsibilities without any real growth in available resources," Kolstad said.

"This restructuring of our staff, coupled with additional employment slots we have been given in our latest budget, will position us to enter the transportation environment of the '90s in a way that we can make the greatest impact in improving transportation safety."

Major components of the new structure:

→ The Board's Bureau of Accident Investigation, Bureau of Field Operations, Bureau of Technology and Office of Safety Programs have been restructured into four new offices.

→ All aviation accident investigations are now conducted by a single bureau, the Office of Aviation Safety. Aviation investigators in the Board's ten regional offices are being assigned to this office. A technical staff to work primarily on aviation matters will also be assigned, and report writers will be

responsible for investigating accidents in the rail, highway, marine and pipeline divisions. Regional office investigators in those modes of transportation report to this office.

→ A new Office of Recommendations has been established to strengthen the Board's recommendations process. "Safety recommendations are the culmination of the Board's many efforts," Kolstad said.

## Letter-Size SEL

This machine at the Aeronautical Center folds and stuffs 6,200 of FAA's new, letter-size pay statements an hour. The revamped Statements of Earnings and Leave (SEL), which made their debut with pay date April 17 for period 90-08 (March 25 through April 7), are laser-printed on standard 8 1/2-by-11" paper. Brooks Goldman, Associate Administrator for Administration, center, inspects the machine. It was the same device used earlier this year to fold and stuff W-2 forms.

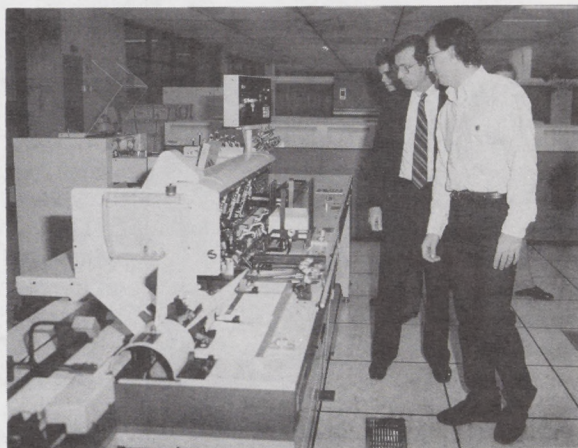


Photo by Jean Hunter

## Highlights from page 3

Both secretaries expressed hope that the vital links between the two countries represented by air transportation

will continue to improve to meet cargo and passenger demands.

**Public Service Week.** Across the nation, activities are being planned to celebrate Public Service Recognition Week from May 7-13.

The week is a nationwide event designed to educate citizens about the government's range and quality of public services.

It will also recognize and pay tribute to more than 20 million public employees and focus on attracting new employees to the public service field.

Headquarters

**Intercom**

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## Avianca *continued from page 1*

aboard the flight from Colombia to New York's Kennedy International.

The transcript was released by the National Transportation Safety Board.

The pilot of Avianca flight 52 asked the co-pilot twice to declare a fuel emergency just 10 minutes before the jet crashed.

In conversations with ground controllers, the co-pilot never used the standard phrases of "minimum fuel" or "fuel emergency" to alert controllers that the aircraft should be given priority to land.

After the jet missed its first approach to Kennedy and controllers were giv-

***'I'm going to bring you back about 15 miles northeast, and then turn you back onto the approach. Is that fine with you and your fuel?'***

FAA controller

***'I guess so. Thank you very much.'***

Avianca co-pilot

ing the plane instructions for a second try, the pilot said, "Tell them we are in emergency," followed a few seconds later with, "Advise them we are emergency."

The co-pilot radioed: "We'll try once again. We're running out of fuel."

Then the pilot asked, "Did you tell him?"

"Yes, sir. I already advised him," the co-pilot said.

Several seconds later, the pilot again said, "Advise him we don't have fuel."

The co-pilot said over the radio, "Climb and maintain 3,000, and, ah, we're running out of fuel, sir."

Several seconds later the pilot asked the co-pilot, "Did you already advise that we don't have fuel?"



Earth-hauling equipment on the site of the new Denver International Airport moves 100,000 cubic yards of dirt a day. When the site preparation is complete, some 120 million cubic yards of earth will have been moved. The project is running about two months ahead of schedule.

## Denver Airport Gets \$90 Million *from page 1*

members of the Colorado congressional delegation.

"We are convinced we will be getting a big return on our investment," FAA Administrator James Busey said. "Because of the new Denver airport, our system-wide delays are projected to be reduced by 4% to 5% in 1995."

In addition, Skinner said he has submitted to Congress a draft letter of intent for \$351 million for the airport from fiscal 1991 through fiscal 1999 -- the largest Federal airport commitment of its kind.

Last September 27, the FAA awarded a \$60 million grant for the new airport to be built on a 53-square-mile parcel of land 18 miles northeast of downtown Denver.

The combination of the letter of intent, the \$90 million announced in March and last September's grant adds up to a \$501 million federal commitment for the new airport.

Skinner said, "We've conditioned the letter of intent to require the imposition of a passenger facility charge at Denver -- once the law allows it."

He said passenger facility charges will "give the whole system a tremendous boost."

They would be an option for airports that could produce a new stream of revenues for needed improvements, he said. Passenger facility charges could generate \$1 billion a year nationwide.

"Yes, sir, I already advised him -- 180 on the heading. We are going to maintain 3,000 feet, and he's going to get us back."

About a minute later, the controller said, "I'm going to bring you back about 15 miles northeast, and then turn you back onto the approach. Is that fine with you and your fuel?"

The co-pilot answered, "I guess so. Thank you very much."

The crew reported engine flameout before the 707 crashed.

The three-person flightcrew was killed in the accident.

### **1 Up, 2 Down**

Signs in Headquarters elevator lobbies remind FAAers to walk up one flight of stairs or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.



U.S. Department  
of Transportation

Federal Aviation  
Administration

# Headquarters Intercom

## Big Building Boom Oklahoma City Projects Total \$53 Million

There's a building boom at the Aeronautical Center, with a projected cost of \$53 million through 1995.

A multi-million-dollar controller training facility is just one of many construction and renovation projects underway and planned for FAA's Oklahoma City installation.

The new building, like most of those at the Aeronautical Center, is funded by the Oklahoma City Airport Trust and leased to the government.

Here are some highlights of the turn to Buildings on page 6

**Pay Boost.** Last month more than 300 instructors and supervisors at the FAA Academy received pay and grade increases averaging \$4,500 a year.

Details on page 3.

## Highlights

**\$1.2 Billion.** It's expected to cost airlines \$1.2 billion to install anti-collision and windshear warning devices.

Find out more on page 7.

**June Deadline.** The deadline to apply for FAA's new Senior Executive Service candidate development program is June 8.

More information on page 7.

**\$200,000 Penalty.** The FAA has proposed a \$200,000 civil penalty against Richardson Aviation, Inc., of Yakima, WA.

Among other items, Richardson was cited for allegedly using a partially turn to Highlights on page 2



Workers unload a thermal neutron analysis machine from a huge moving van after a cross-country trip. This TNA unit was installed at New York's JFK Airport last year.

# TNA

## Not Perfect But Today's Best Bet

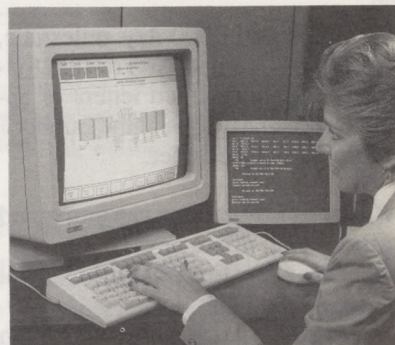
To keep the FAA in the forefront in the war against terrorism, the agency is continuing to develop more sophisticated explosives detection devices.

That's the word from Administrator James Busey who told a special terrorism panel on April 4 that the agency is "committed to doing all that we can" to prevent a repetition of such tragedies as the bombing of Pan American flight 103.

In testimony before the Presidential Commission on Aviation Security and Terrorism, Busey said, "I want to express my sorrow over the Pan Am 103 bombing along with my personal sense of indignation and outrage...."

He said he is aware of the concerns of some commission members that the thermal neutron analysis (TNA) system -- the most sophisticated explosives detection device developed to date -- has not

turn to TNA on page 4



TNA's computer software searches for specific combinations of atomic elements that characterize explosives.

## Next Stop: London

The FAA and the British Airports Authority have signed an agreement to install a TNA explosives detection system at London's Gatwick Airport.

TNA, short for thermal neutron analysis, is the first device of its kind to be used at an airport outside the United States.

turn to Gatwick on page 4

## Highlights *from page 1*

repaired aircraft for 40 revenue cargo flights after it was involved in an accident.

The civil penalty letter also alleges failure to log aircraft damage from the accident; failure to report the accident properly to the FAA; and failure to obtain a special flight permit to ferry the aircraft from Spokane to Seattle.

It alleges Richardson continued to operate the aircraft until it was inspected by FAA personnel who grounded it.

The accident occurred in February 1989 at Spokane International.

While landing, the plane veered off the runway and sustained substantial damage.

The Mitsubishi aircraft was later repaired properly.

The civil penalty letter covers aircraft operation from the accident date, February 17, to March 14, 1989.

**1,000+ Error-Free Days.** The Lubbock International Airport tower in Texas racked up 1,035 consecutive days without an operational error or deviation.

To mark the 1,000-day milestone, Southwest Region's Air Traffic Division manager presented letters of appreciation and a plaque to the Lubbock crew in early December.

**Keeping Keys.** How can you guard against losing office keys?

Here are a few tips from the General Services Administration.

→ Never put an identifying tag on an office key ring – if lost, it's an open invitation to thieves.

→ Keep office keys on one ring and personal keys on separate rings – house keys on one, car keys on another. Don't tag personal keys either. That leads thieves directly to your house or car.

→ Don't leave office keys on your desk, under a typewriter or in an unlocked drawer where they can be easily taken and copied.

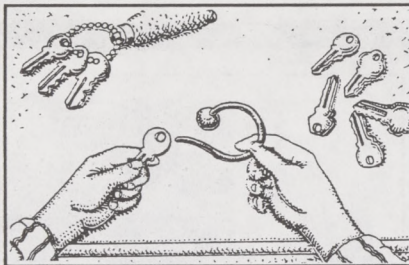
→ Never put office, car or home keys in your coat and leave it hanging on a coatrack or draped over a chair.

→ Keep office and personal keys

with you, or lock them in a secure desk or cabinet.

→ Only loan office keys to persons with a legitimate need – and make sure the keys are returned.

→ If your office keys are missing, have your office locks rekeyed and new keys issued.



Graphic and tip courtesy of General Services Administration

**Youth Volunteers.** The FAA is looking for volunteers to spend two weeks this summer teaching teenagers about aviation to spark their interest in aviation careers.

The Aviation Career Education Service kicked off last summer at Fort Belvoir, VA, where 70 students attended courses in aviation ground school, air traffic control and aviation communications and electronics.

These courses are expected to be offered this summer in Washington, DC, Kansas City, Daytona Beach and Anchorage.

Volunteer instructors are asked to contact Judge Robert T.S. Colby, P.O. Box 21206, Alexandria, VA 22320, (703) 549-7722.

**Helicopter Survey.** FAA's Statistical Analysis Branch, AMS-420, Office of Management Systems, is conducting a special survey of all registered helicopters to determine the number of hours flown last year and the nature of the flights.

Headquarters

**Intercom**

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(202) 267-8521

The survey, the first to seek such data on helicopters alone, reflects the increasing role of rotorcraft in U.S. aviation and will help the FAA do a better job of anticipating operators' needs for air traffic services.

Questionnaires have been mailed to owners and operators of all civil helicopters registered in this country. They ask if the helicopter is still in use and, if so, how many hours it flew in 1989.

The survey also asks whether they were passenger, cargo, law enforcement, medical evacuation or other types of flights and the number of landings made at facilities that can only be used by rotorcraft, such as offshore oil rigs.

The results will give the agency data on the impact of increased use of helicopters on the national airspace system and will help in forecasting rotorcraft activity.

**Helping Hands.** Western-Pacific Region FAAers are lending a helping hand to a fellow worker who faces a \$100,000 operation to treat cancer.

Insurance will not cover the cost of the critical operation for Darlene Shackelford, a long-time agency employee who works in the region's Human Resource Management Division.

Her husband, Steve, is a supervisory controller at California's Hawthorne Flight Service Station.

Funds must be raised by May 7.

Donations may be made to the "Darlene Shackelford Trust Fund," c/o Security Pacific Bank, 140 East Barclay Street, Long Beach, CA 90805.

**35th Anniversary.** Alumni of Michigan's Battle Creek Flight Inspection Field Office are invited to help celebrate its 35th anniversary on Saturday, June 30.

Events include an open house and dinner.

For reservations, which are \$17.50 a person, and information, contact Lucille Wright Jarvis, 1813 W. Highland Boulevard, Battle Creek, MI 49015, (616) 964-7026. Reservations should be made by May 15.

Airline and hotel reservations must be made separately.

## Putting Panama's Airways Back on Track

### FAA Team Inspects Navigational Aids, Installs New Equipment

When the new government of Panama needed help to get the Central American nation's airways back on track, an FAA team went to work.

During a recent 10-day mission, an Atlanta Flight Inspection Field Office (FIFO) team successfully completed the flight inspection of all Panamanian navigational aids.

A new secondary antenna for an ASR-5 radar was shipped from the United States, installed by a joint U.S. Air Force and Panamanian team and flightchecked by the FAA team.

The old antenna had shorted, causing significant air traffic control problems for both U.S. military and civil aircraft.

In addition, a new VHF direction finder was commissioned at the Balboa Air Traffic Control Center, boosting safety for general and commercial aviation in Panama.

After the overthrow of the Noriega regime, an FAA team, headed by Tom Messier, Director of International Aviation, Bob Marlott, manager of the Atlanta FIFO, and Rene Cardona, international representative in Miami, traveled to Panama in early January at the request of Panama's Director General of Civil Aviation.

Separately, an FAA security team lead by Ruben Quiones of the Miami Civil Aviation Security Field Office arrived in



A defective ASR-5 radar antenna is replaced on Panama's Perico Island.

Panama to assess airport security at Panama City's Tocumen International Airport in preparation for the return of airport operations to the new Panamanian government.

In discussions with Panamanian airport officials and U.S. Air Force managers at Howard AFB, the need was identified to flightcheck all Panamanian air traffic control facilities as soon as they were fully restored to service.

In 1987, as part of its economic embargo, the FAA had stopped civil operations in Panama. It was the job of the Atlanta FIFO people to get things back in order.

Now, the Atlanta office will again flightcheck navigational facilities in Panama on a regular basis.

The Atlanta FIFO is one of nine field offices under the auspices of the Aviation Standards National Field Office's Flight Procedures and Inspection Division, AVN-200.

*Thanks to Bob Marlott, manager, Atlanta FIFO, for this report.*

## Sharpening Aviation Skills

### Training Technology Symposium Set for June 12-15

Focusing on airway facilities, aviation standards and airports training, the FAA Academy in Oklahoma City and the Office of Training and Higher Education will sponsor a training technology symposium from June 12 to 15 at the Myriad Convention Center in downtown Oklahoma City.

Bart Bartanowicz, superintendent of the Academy, expects over 60 exhibitors, a roster of speakers and over 600 attendees to participate in the symposium.

Speakers will include William Johnson, Galaxy Scientific Corporation, speaking on the application of advanced technology to aviation maintenance training; Alan Lasgold, University of Pittsburgh, talking on troubleshooting aviation test station failures; and Daniel Massey and Laura Kurland, BBN System and Technology Corporation, speaking about training, artificial intelligence and computer technology.

Participating in a panel discussion on state-of-the-art training will be Jean Pierre Van Acker, Airbus Industrie of North America; Edward Costendader, Boeing Commercial Airplanes; and Rudolph Canto, McDonnell Douglas Corporation.

For further information, contact Frederica Dunn, AHT-30, on FTS 366-7061, commercial (202) 366-7061.

Those attending the training symposium may also be interested in Aerospace America 1990, an event where aviators from around the world, including a possible contingency from Russia, will be performing. Aerospace America begins Friday, June 15.

### International Flight Inspection Symposium Slated for June 25-29

FAA's Aviation Standards National Field Office will host the Sixth International Flight Inspection Symposium and Exposition from June 25 to 29 at the Hyatt Regency Hotel in Crystal City, VA.

The upcoming symposium will be an international forum for government representatives responsible for inspecting, certifying and testing the accuracy and safety of air navigation facilities (navaids).

Industry representatives supporting flight inspection activities will also participate and display their products.

The symposium will include presentations relating to flight inspection as well as an exhibition featuring the latest in flight inspection equipment, products and services. A static display of flight inspection aircraft is planned for Wednesday afternoon, June 27, at Dulles International Airport.

For a registration packet and further information, contact the conference coordinator, Elizabeth Rudd, (202) 898-1410.

## Buildings *from page 1*

construction projects:

→ Phase 1 of the General Thomas P. Stafford Building, costing just over \$5 million, is expected to be completed in June.

→ Phase 2 of the FAA Academy's new Stafford building controller training facility will start in September and be finished in April 1992 at a cost of \$22.9 million. It will provide a three-level, 180,600-square-foot facility to house air traffic and airway facilities training systems, the Host computer and other advanced automation training systems.

Official "walk through" inspection ceremonies may be held in late June with top FAA and DOT officials participating.

→ A 6,500-square-foot child care facility to be completed in May will cost \$507,677.

The building is designed for 80 children with expansion capability of 3,500 square feet for 40 additional children.

→ Renovation of the Aviation Records Building, which includes mechanical, electrical, data communication and fire protection systems, is scheduled to be completed September 15 at a cost of \$3.8 million.

→ Projects scheduled to be completed this spring or fall include removal and replacement of underground diesel storage tanks with monitoring devices for \$113,925; a 2,100-square-foot building to house remote maintenance monitoring testing systems to cost \$187,582; and expansion of the underground electrical distribution system for servicing the Stafford Building, priced at \$288,000.

→ For \$865,000, phase 1 of an industrial waste treatment plant will be started this month on a 1,200-square-foot building to house pre-treatment equipment.

→ Building will start in August 1990 for an 800-square-foot ASR-7 radar facility with a 37-foot radar tower. The price will be \$250,000.

→ A \$1.5-million renovation of the Flight Standards Building will start in January 1991.

→ For \$400,000, an ASR-4 radar

facility containing 5,000 square feet with a 50-foot radar tower for Academy training will be constructed starting January 1991.

→ Building will start in February 1991 for an 8,000-square-foot terminal Doppler weather radar facility to house radar equipment, generators, classrooms and test equipment. The \$800,000 facility will include a 70-foot radar tower for Academy training.

→ A 12,000-square-foot expansion of the Environmental Support Systems

building for ARTCC training will cost \$2.4 million and will start in June 1991.

→ Future renovation projects to cost an estimated \$14 million include an air traffic building, starting in 1991; Air Navigational Facility No. 1, starting August 1992; Academy headquarters, starting June 1993; Air Navigational Facility No. 2, starting April 1994; and Hangar 9, starting February 1995.

*Thanks to Roland Herwig, Aeronautical Center Public Affairs, for this report.*

## Safety Devices for Airliners *continued from page 3*

For older aircraft, the revised rule calls for installation of windshear warning devices but exempts them from the requirement for windshear flight guidance systems, which tell the pilot what course of action to take when windshear is encountered by an aircraft.

The windshear requirements will not apply to foreign carriers operating in U.S. airspace.

Also, they will not apply to smaller airlines that operate aircraft with fewer than 30 seats, but these carriers will be required to train their flightcrews in windshear recognition, avoidance and recovery.

*See story below for a quick look at how these devices work.*

### How Do They Work?

#### *Using Hi-Tech Devices for Safer Air Travel*

The anti-collision and windshear equipment FAA is requiring to be installed on airliners are sophisticated devices aimed at boosting aviation safety.

TCAS II sends out a signal that triggers transponders carried by other aircraft in the general area. It automatically warns pilots of a potential conflict with another aircraft and tells them what to do to avoid the threat.

The TCAS II computer then determines whether one or more other aircraft are a potential threat and presents this information on a cockpit display.

If the threat intensifies and a collision appears likely, TCAS II can issue appropriate vertical avoidance maneuvers, such as "climb" or "descend," when the other aircraft is equipped with a "Mode C" or the new "Mode S" transponder that provides information on altitude along with position data.

In cases where both aircraft are equipped with TCAS II, the two units will coordinate with each other in providing avoidance maneuvers.

Windshear, a sudden change in wind speed and/or direction, can cause an aircraft to stall or lose altitude rapidly.

It poses a special hazard during takeoffs and landings when pilots may lack the speed and altitude necessary to recover from it.

The windshear device required by the FAA will warn pilots when they encounter unexpected low-altitude windshear and provide them with information needed to escape safely.

In the last ten years, windshear has been implicated in at least five fatal airline accidents in which over 500 people have died.

## \$4,500 Pay Boost

### More Money for 300 FAAers at Academy

More than 300 instructors and supervisors at the FAA Academy received pay and grade increases on March 25. The pay hikes averaged \$4,500 a year.

Previously, instructors were forced to take a grade and pay cut to come to the Academy from field positions.

"Now that the pay will be the same for instructors as it was in the field, we will be more selective in choosing instructors.

"We want the best of the best teaching here," Douglas Murphy, assistant superintendent of the Academy, said.

Announced in January by FAA Administrator James Busey, the new upgrade program involves several other major items:

→ Providing technical training opportunities for instructors through tuition assistance.

→ Selecting instructors on the basis of multiple skills, including human relations factors, and recommendations from top management in the field.

→ Keeping instructors and supervisors current in technical and organizational areas through annual two-week "field assignments."

"In times past, top instructors were reluctant to come to the FAA Academy because they would be forced to take grade and pay reductions.

This program, approved by the union membership, means the problem will be eliminated," Dr. McClure said.

Of the more than 650 instructors and supervisors who are FAA employees at the Academy, 475 are actual instructors; 290 of these instructors received upgrades and pay increases.

In addition, the Academy uses a fluctuating number of contract instructors and supervisors – currently about 550 – based on national and regional demand for classes.

**Three Weeks, Please.** Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring the item to room 908, or call x78521.



### Hopscotching along the East Coast

Thousands of people along the east coast got a close-up glimpse of a vintage pre-World War II biplane, N3N-3, in early April as part of FAA's aviation education program.

The plane, owned by FAA Deputy Administrator Barry Harris and loaned to the agency for the event, was designed and developed by the U.S. Navy in the late 1930s at the Naval Aircraft Factory in Philadelphia.

It was the focus of a "Salute to Aviation Education" flying tour which touched down in several cities. It took off from Concord, NH, headed for Lakeland, FL, the site of the Sun 'n Fun airshow.

The plane was piloted by Jack Ferns.

## \$1.2 Billion Pricetag for Safety Devices

### FAA Mandates New Rules for Anti-Collision, Windshear Equipment on Airliners

The FAA has issued revised schedules requiring all airline aircraft to be equipped with anti-collision and windshear devices by December 30, 1993.

The new schedules phase in the installation of Traffic Alert and Collision Avoidance System (TCAS II) and airborne windshear warning devices over a period of four years. They are being issued together so that the two systems can be installed at the same time.

The installation timetables apply to aircraft with more than 30 passenger seats as follows:

→ December 30, 1990 – At least 20% of all covered airplanes if the certificate holder operates more than 30 such airplanes.

→ December 30, 1991 – 50% of all covered airplanes.

→ December 30, 1993 – 100% of all covered airplanes.

Total cost is estimated at \$1.2 billion.

The FAA estimates that the TCAS installation will affect 3,364 existing U.S. commercial airplanes and an additional 3,100 airplanes that are expected to be added to the fleet by the year 2003. Equipping these aircraft is projected to cost about \$806.3 million in 1987 dollars.

By December 30, 1993, TCAS II will also be required to be installed on all foreign air carriers operating in U.S. airspace.

Estimates are that windshear device installation will be required on approximately 1,910 airline aircraft with a pricetag of \$406.5 million in 1987 dollars.

turn to *Safety* on page 6

## TNA *continued from page 1*

been tested sufficiently.

TNA is designed to detect explosives hidden in checked luggage and trigger an alarm.

While TNA is not perfect and is not the ultimate answer, Busey said, "it is the best that we and the American public have going for us.

"As a public servant, I feel a deep sense of personal responsibility for assuring that the public has the level of protection that we can provide for it today, instead of waiting an undetermined period of time for something that might prove better."

Busey went on to say that he recognizes the need for additional explosives

***'I feel a deep sense of personal responsibility for assuring that the public has the level of protection that we can provide for it today, instead of waiting an undetermined period of time for something that might prove better.'***

Administrator James Busey

detection technologies and cited a recent \$26.4 million request for security research and development in fiscal year 1991.

We also "need to improve the capability of our passenger and baggage screening systems, and we are taking steps in that direction," he added.

A project is underway at Baltimore-Washington International Airport that uses a systems approach to security.

It should provide valuable data by tying all the elements of a model security program into one system at one location.

FAA's security staff will be increased by 120 positions in the current fiscal year and by 164 positions in fiscal year 1991, Busey told the commission.

"Some of our new personnel will assist us in dealing with security issues



A TNA machine, similar to this one, has screened more than 58,000 pieces of luggage at TWA's international terminal at John F. Kennedy Airport.

overseas; others will enable us to do a better job of formulating policy and overseeing a national program, and still others will add to our frontline forces who perform the day-to-day inspections of airports and air carriers in the United States."

While Busey said he is pleased with the progress in fighting civil aviation

terrorism, he is not satisfied.

"None of us should be. Much remains to be done to come to grips with one of our more vexing problems.

"I fully recognize that fact, and you have my assurance that my staff and I are doing all we can to address this problem with timely, reasonable and effective solutions," Busey said.



Wrapped in protective blankets, part of the machine got a forklift ride last fall on its way to the TWA terminal.

## Gatwick: Next Stop for TNA *continued from page 1*

It is expected to be delivered to Gatwick in early May and become operational in time for the peak summer travel season.

U.S. aircraft departing Gatwick for the United States will receive first priority in using the device.

Next in line are other airlines leaving Gatwick bound for the United States.

The detector, which is the third of six the FAA is buying from Science Applications International Corporation, Santa Clara, CA, will be operated by the British Airports Authority, with technical assistance from the manufacturer.

One device was installed in the TWA international terminal at New York's

Kennedy International in September 1989. It has screened more than 58,000 bags.

Another was installed this past February at Miami International in the Pan American terminal and is expected to begin screening checked luggage soon.

The pact leading to the Gatwick installation formalizes an agreement in principle reached in London last year between DOT Secretary Sam Skinner and the United Kingdom's Secretary of State for Transportation.

**Wednesday Deadline.** *Intercom* is published weekly.

The deadline for items is *no later than 11 a.m.* every Wednesday.

## Feedback

**Secretarial ode.** Angie B. Williams, a fairly new employee in International Aviation, AIA-200, writes poetry as a hobby.

Since this is Professional Secretaries Week, she wrote a salute to others who share her job:

*A top-notch secretary  
Can serve as your right arm.  
So brother/sister keep her.  
You've no cause for alarm.*

*A secretary's day  
Is such a busy day  
She types and files and much more.  
There's just no time to play.*

*She types a clean copy  
And when she thinks it's fine,  
He says, "I am so sorry,  
"But I have changed my mind!"*

*She opens all the mail,  
And sorts it to a "T."  
But when she gives it to her,  
She says, "All this for me?"*

*She tries to read his mind.  
For what he does not say.  
She grins and bears his next mood,  
Which changes every day.*

*She files her trip reports.  
Remembers where they're put.  
But if she fails to find them,  
She pitches one grand fit!*

*She types ten letters right.  
But when there's a mistake.  
He growls and snarls and says to her,  
"Now you can be replaced."*

*She keeps her calendar,  
And sees that she's on time.  
If she misses a meeting,  
For the secretary it's a crime.*

*A top-notch secretary  
Is very hard to get.  
If you have one, stick to her.  
And treat her with respect!*

## Wanted: SES Candidates

Apply by June 8

Interested in joining FAA's Senior Executive Service?

Now the agency has a new program to find talented managers with the potential to succeed in FAA's senior executive ranks.

Called the Candidate Development Program, it was put together by the Senior Executive Resource Staff, AHR-20.

FAAers who are accepted in the program and graduate will serve as the primary pool for selection into

entry-level SES positions. They will be certified by the Office of Personnel Management for three years.

The program's vacancy announcement runs *through June 8*.

FAAers at the GS/GM 14 and 15 levels are eligible to apply.

Although previous supervisory experience is not mandatory, it is highly desirable and will be considered during the selection process.

Information packages are available by calling Deborah Chambers, x73914, or Debbie Clough, x73918.

Once selected, candidates go through an indepth, individualized development program that lasts from six months to two years.

**Report fraud.** In its campaign against wasteful and illegal practices, the DOT Inspector General is urging FAAers and all DOT employees to report fraud, waste, theft and abuse to its hotline.

An incentive program allows monetary awards of up to \$10,000 to employees whose information results in significant cost savings.

Employees may remain anonymous, and the information given is kept confidential.

To reach the Inspector General's Hotline, call the following numbers:

Toll Free: 1-800-424-9071  
Washington, DC  
(202) 366-1461

Information can also be sent to:

Office of Inspector General  
U.S. Department of Transportation  
PO Box 23178  
Washington, DC 20026-0178

**Right number?** At FAA Headquarters, Management Systems administers the distribution of the *Intercom* on an "all employee count" basis.

This means that each employee should receive one copy.

If your office is not receiving the proper number of newsletters, it may not be getting the right number of other mailings.

Contact **Bernida Williams** in Management Systems, x78735, or the dis-

tribution representative for your office or service to update your organization's distribution.

**Staples out.** The *Intercom's* new white color allows it to be recycled.

After reading the newsletter, *remove the staples*, and put it in one of the building's recycling boxes.

## Healthbeat

**Stressed out?** Help yourself feel better by contacting FAA's Employee Assistance Program (EAP).

It's easy. Just call Jerry Meade, FAA's EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room 327, and asking for the EAP counselor.

Services are confidential and are also available to immediate family members of FAAers.

**1 up, 2 down.** It's a good idea to walk up one flight of stairs or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

## Flightplan

**Special spirit.** Want to show off your FAA spirit? You'll have the chance and be able to help those less fortunate at the same time.

Several FAAers are selling hats, golf shirts, gym bags, watches, sweats and shorts emblazoned with the FAA logo.

Proceeds go to the DC Special Olympics to be held later this year.

Contact Patty Cline, x73562, or Laurie Fisher, x73561.

**Saving babies.** The DOT/FAA Volunteer Committee invites FAAers to join the 1990 March of Dimes' Walk America for Healthier Babies on *Sunday, May 6*.

The walk-a-thon's goal is \$900,000 for the March of Dimes fight against birth defects.

The infant mortality rate in the District of Columbia is the worst in the nation.

To date, the FAA Volunteer Committee has recruited team leaders from



various organizations to form teams to participate in Walk America.

If you would like to participate, you can walk one mile or eighteen miles, or come out to cheer the walkers on.

Please contact one of these team leaders:

Barbara Sieger, AHR, x73891  
Maria McReynolds, AAA, x78965  
Gilbert Shade, ATO, x79349  
Vera Edwards, ALG, x78888  
Milly Mateu, APR, x79700  
Ellen Butler, AFS, x73288  
Yvette Queen, AMS, x79888  
Celio Young, AGC, x73480  
Valeree Murray, ANS, 78617  
Vern Edwards, ARD, x77985  
Luther Falls, AAS, x78732.

**'Wings' open house.** On *Saturday and Sunday, April 28 and 29*, from 10 a.m. to 3 p.m. the annual "Wings and Things" open house at the National Air



## FAA Salute

FAA's salute to Historically Black Colleges and Universities was part of the display at the convention of the National Association for Equal Opportunity in Higher Education.

The event, held recently in Washington, DC, featured scores of exhibits from government and private industry.

Helping to get FAA's message of sparking interest in aviation careers across was Beverlynn Tennyson, left photo, who works at the radar approach control facility in Macon, GA.

Visiting the FAA exhibit were Dr. and Mrs. William R. Harvey, right photo. Harvey is president of Hampton University, Hampton, VA.

and Space Museum's Paul E. Garber Facility, Suitland, MD, offers visitors a chance to view more than 150 historic air and spacecraft and watch museum restoration experts demonstrate their techniques

Staff and volunteers will be available to answer questions.

The information number at the museum is (202) 357-2700.

**Coalition meetings.** The Headquarters chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its next monthly meetings on *Monday, May 7*, and *Monday, June 4*.

The monthly meetings for the rest of the year will be held on the following *Tuesdays: July 10, August 7, September 11, October 2, November 6 and December 4*.

The meetings are from 12 noon to 1 p.m. Their location has been changed to the MacCracken room on the 10th floor of the Headquarters building.

Contact Marcia Adams, x73488, for further information.

**FWPC schedule.** Monthly meetings are set for the Federal Women's Program Committee (FWPC) through the end of 1990.

So check your calendar and reserve the following *Wednesdays* from 11 a.m.

to 1 p.m. for the meetings: *May 2, June 6, July 11, August 1, September 5, October 3, November 7 and December 5*. The meeting place is the Civil Rights conference room.

For further information, contact Marcia Adams, x73488.

**RTCA awards luncheon.** The Radio Technical Commission for Aeronautics will hold an awards luncheon on *Wednesday, May 23*, at Washington's Grand Hyatt Hotel.

For reservations and information, call (202) 682-0266.

**Government workplace.** There's an easy way to keep abreast of what's new in running the government and at the same time find answers to 90's workplace questions.

It's this year's Government Workplace, an educational conference and display of General Services Administration products and services.

The place: Washington Convention Center on *Wednesday, May 30*, and *Thursday, May 31*.

Admission to all of the 96 conference sessions, discussion groups and displays is free to FAAers and government employees.

For more information, call (404) 393-1688. The fax number is (404) 393-2018.



Dr. H. Hertrich, center, led the German delegation. He is flanked by FAA's Joseph Del Balzo, left, and Marty Pozesky.

## Global Cooperation FAA, German Aviation Authorities Planning for the Future

FAA's eleven years of cooperation with the Federal Republic of Germany continues to stimulate new ideas as part of the agency's strategy push for a global aviation system.

That was the theme of a recent meeting in Washington of FAA officials and representatives from the German Federal Ministry for Research and Technology.

Joseph Del Balzo, Executive Director for System Development, *turn to Global on page 3*

May 1, 1990



U.S. Department  
of Transportation

Federal Aviation  
Administration

# Headquarters Intercom

**Recycle It.** The new white color of the *Intercom* allows it to be recycled.

After reading the newsletter, make the extra effort to put it in one of the building's recycling boxes.

**Continental Pays Up.** Continental Airlines has paid \$215,000 in civil penalties for alleged safety violations uncovered by an FAA inspection.

The violations ranged from the improper weighing of an aircraft to using

## Highlights

out-of-date performance and planning manuals at eight airports the airline serves.

Other violations included operating a Boeing 727 in passenger service without repairing an inoperative escape slide, not repairing a cargo hold heater on a DC-10 within the required time period and failing to incorporate updated operations specifications in the airline's operations manual.

The deficiencies were uncovered during a National Aviation Safety Inspection Program (NASIP) check of Continental. The probe involved 50 FAA inspectors over a five-week period during October and November of 1988, making it an extremely intensive

*turn to Highlights on page 2*



Eileen Hemphill gave FAAers a mixed picture of working women - where they are and where they're going.

## Working Women Face Challenges Coming a Long Way With a Long Way to Go

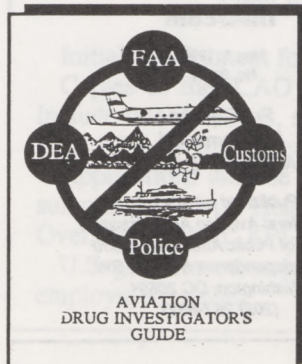
"Like it or not, married or not, women are going to be working a very, very long time."

How long? As many as 35 to 45 years for the average single woman.

The average married woman with children can expect to spend 25 years in the labor force.

These are a few of the eye-opening statistics about working women brought home to FAAers during a recent Women's History Day program at Headquarters.

Eileen Hemphill, the program's keynote speaker, painted a mixed picture *turn to Women on page 4*



## Stopping Drug Traffic New Guide Helps Investigators

The agency has a new guide to help FAA investigators and law enforcement officials who are trying to stop narcotics trafficking by aircraft and pilots.

Using a team approach, FAA's first *Aviation Drug Investigator's Guide* was written by special agent Louis "Curt" Rodriguez of the Western-Pacific Region's drug investigative support unit.

*turn to Guide on page 3*

## Highlights *from page 1*

inspection for such a check.

Continental responded quickly to remedy the deficiencies.

**Cargo Door Update.** The sudden opening of an improperly latched cargo door on a Boeing 747 and an explosive decompression that followed were blamed for a United Airlines accident that claimed the lives of nine passengers on February 24, 1989.

On April 9, the National Transportation Safety Board pinned the accident's "probable cause" on the cargo door that fell into the ocean during a flight over the Pacific. The door has not been recovered.

The United plane returned to Honolulu from a scheduled flight to New Zealand after the door opened at about 22,000 feet, ripping off a 15-by-10-foot section of the fuselage. Passengers and seats were hurled from the hole in the aircraft.

The NTSB also said contributing causes of the accident were:

→ A deficiency in the design of the cargo door locking mechanism that made it susceptible to in-service damage. The door design, the NTSB said, allowed it to be unlatched yet show a properly latched and locked position.

→ Lack of proper maintenance and inspection of the cargo door by United Airlines.

→ A lack of timely and corrective actions by Boeing, the plane's manufacturer, and the FAA following a 1987 cargo door opening incident on a Pan Am 747.

After the United accident, the FAA issued an airworthiness directive requiring airlines to add steel reinforcements to cargo door latch mechanisms and speeded up the timetable for an earlier directive mandating door latch modifications.

In October 1989, the FAA announced a proposed airworthiness directive to install visual warning systems to signal the flightcrew and ground crew when cargo doors are not fully closed, latched and locked.

When final, the directive would affect 140 U.S.-registered 747 jumbo

aircraft. The total pricetag is about \$774,000.

**Global Deregulation.** DOT Secretary Sam Skinner is pushing for international aviation deregulation.

During an April 5 speech to the International Federation of Airline Pilots Association, Skinner said U.S. airline deregulation is "working well. Now it is high time that we work to deregulate international aviation markets."

Skinner said he was committed to "tearing down the walls that we erected to prevent open skies around the world. The time is right to move against unnecessary international barriers to competition."

The DOT Secretary also said the new global economic environment provides significant opportunities for accelerated aviation growth.

"For airline pilots, this means more opportunity, added responsibility and a chance to become the first generation of a truly global economy," he said.

**Anti-Rape Tip.** How can you protect yourself from assault or rape if you work late?

Here are some tips from the General Services Administration.

→ In general, avoid working late, if possible.

→ If you routinely work evening or night shifts, meet with your supervisor to be sure your workplace is safe at night and to arrange for escorts to garages, parking lots and public transportation at the end of shifts.

→ If you work standard daytime hours, try to arrange your workload to avoid staying late. If you must work

late occasionally, try to arrange for others in your own or nearby offices to work the same evening.

→ Keep the office door locked, and don't "advertise" that you are in the office alone.

→ When you're ready to leave, call home to say you're on your way.

→ Go in a group to your parked cars or public transportation.

→ If you live alone, make arrangements ahead of time to call a friend when you leave the office and when you're safely home.

**Searching for the Best.** The search for the nation's best flight instructor and maintenance technician is underway.

All full and part-time civilian certified flight instructors are eligible for an award designed to recognize outstanding contributions to aviation safety.

General aviation maintenance technicians who are employed full-time are eligible for the highest honor in their profession.

The program is sponsored jointly by the FAA, AOPA Air Safety Foundation, the National Business Aircraft Association and the General Aviation Manufacturers Association.

Award nominations are available at FAA flight standards district offices and certain Experimental Aircraft Association and Ninety-Nines chapters.

Completed forms must be returned to flight standards district offices by July 16.

Regional winners will be selected by a panel representing general aviation.

They will compete for the national honor to be announced in late September.

Last year's Flight Instructor of the Year was John Rockcastle of Barrington, IL.

Dwight Dean Law of Petersburg, VA, was named the Maintenance Technician of the year.

**Anniversary Airshow.** Aircraft spanning the decades of flight will highlight a Connecticut airshow in August.

*more Highlights on page 6*

Headquarters

**Intercom**

May 1, 1990  
No. 90-17

Pat Cariseo  
Pat Tomasetti  
Associate Editors

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## Global *continued from page 1*

spearheaded the annual conclave of the U.S.-German Committee of Management.

This session reviewed existing joint projects that focus on microwave landing systems, aircraft collision avoidance, wake vortex detection, aircraft cabin fire safety, crashworthiness, airport terminal and surface automation and aviation propeller noise.

Several new projects were added to the list during the March 28 meeting including airport capacity modeling.

Future plans call for FAA and the German research group to work to-

**'As physical and political walls come down, aviation will play an increasingly important role.**

**Airplanes will help span geopolitics.**

**They will help bridge economic disparities.**

**They will bring people together for trade and commerce.**

**They will unite people in friendship.'**

Joseph Del Balzo  
Executive Director for System Development

gether on the global position satellite, aging aircraft problems, sophisticated aircraft fly-by-wire and fly-by-light systems, atmospheric pollution and radiation exposure in flight.

The next joint meeting is scheduled for June 1991 in Bonn.

Del Balzo took the opportunity to stress that aviation can be vital in the unfolding political drama of Eastern Europe.

"As physical and political walls come down," Del Balzo said, "aviation will play an increasingly important role. Airplanes will help span geopolitics. They will help bridge economic dis-



The U.S.-German Committee of Management met recently in Washington to discuss everything from aging aircraft to the latest in satellite technology.

parities. They will bring people together for trade and commerce. They will unite people in friendship."

Del Balzo emphasized that FAA has adopted a global aviation concept.

"If we're going to gain full advantage of international air traffic, then we must be prepared to increase the capacity of our overseas routes," he said.

"We must make international flying safer and more efficient," Del Balzo continued.

FAA's representatives on the Committee of Management include Marty Pozesky, John Turner, Harvey Safeer, Joan Bauerlein, Dres Zellweger, Bruce Singer and Jamil Abbasi.

"We look forward to working side-

by-side with you to better understand each other's capabilities and constraints and to collaborate closely in promoting technical progress," Del Balzo told his German counterparts.

## Guide *continued from page 1*

The drug investigator's guide should be adopted soon for nationwide use.

Rodriguez has previous experience as an air traffic coordinator and U.S. Customs agent.

**Three Weeks, Please.** Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring the item to room 908, or call x78521.

## International Aviation Jobs Open *Positions in Mexico, Thailand and Canada*

The International Civil Aviation Organization (ICAO) is seeking applicants for foreign aviation assignments. The positions include:

*Technical officer, communications (PC-90/06/P-4)*  
Bangkok, Thailand.

*Technical officer, operations (PC-90/09/P-4):*  
Mexico City, Mexico.

*Chief, Rules of the Air, Air Traffic Services and Search and Rescue Section (PC-90/10/P-5):*  
Montreal, Canada.

Initial appointment for these positions is three years.

Copies of the ICAO application (144/2) and announcements, which include qualifications, salary, allowances and benefits, can be obtained from FAA servicing personnel offices.

Applications are due no later than Thursday, May 24 and should be submitted to FAA Headquarters office of Administrative Systems and Overseas Support, API-19.

U.S. government employees accepting these positions are entitled to re-employment rights.

## Women Face Challenges *from page 1*

of where women are and where they're going.

"Women's History Month gives us an opportunity to celebrate ourselves, but it is also a time to reflect, to plan ahead and really look to the future, which is now," Hemphill told an audience in the third-floor auditorium.

Hemphill heads up the District of Columbia's Office of Consumer Education and Information of the Department of Consumer and Regulatory Affairs.

Here are highlights of what she said:

→ It's no surprise that many women are harmed, cheated and manipulated in the marketplace because they are women.

→ Many of the cultural stereotypes of female hysteria, insecurity, ignorance and inexperience still endure despite the recent expansion of women's rights and roles.

→ Stereotypes of women have become full-blown merchandising strategies supported by billions of dollars of design and promotion to turn them into profits for the sellers or to exclude women from a comparable right to services such as credit and insurance.

→ The picture isn't all bad. Laws such as the Equal Credit Opportunity Act have been passed. Women moving into the legal and medical professions, as well as trades, in greater numbers have helped chip away at long-held biases.

→ Women are in important policy and leadership positions in the consumer and economic fields - women like Bonnie Guiton, special consumer advisor to the President, and Joan Claybrook, who succeeded Ralph Nadar as president of Public Citizen.

→ Gender bias has a way of bouncing back regardless of what laws are on the books.

→ More women should reject the notion that to have taste means you can be taken or that vulnerabilities are fair game for a targeted marketing campaign.

**...many women come off the 'mommy track' just in time to get on the 'granny track,' or they are members of the so-called 'sandwich generation' of women who find themselves simultaneously raising children and caring for elderly parents.**



*Eileen Hemphill, right, the keynote speaker at FAA and NTSB's Women's Day program, received a certificate of recognition from Loretta McNeir, chairperson of FAA Headquarters Federal Women's Program Committee.*

→ Women can force sellers to win their business by concentrating more on quality, durability, price competition, safety, competent service and useful product information.

→ In the year 2000, it is projected that one of every two workers nationwide will be a woman.

→ In the Washington metro area, the future is now, according to a 1989 report prepared for the District of Columbia Commission for Women. It found that the workforce is made up of women who:

- Comprise nearly half of the total workforce.
- Occupy the majority of service and clerical jobs.
- Have children who need child care.
- Are single heads of households.
- Lack a lot of disposable income.

- Have limited access to family and career support services.

- Have slim prospects for upward mobility.

- Have employers who have not made the connections between family-oriented personnel policies, job retention, career stability and productivity.

→ Working women in the Washington metro area earn more than the average in other metro areas, but the cost of living, especially housing, is higher.

→ The latest national income figures for all year-round full-time workers show women making \$17,504 compared to \$26,732 for men.

→ Often, the work environment doesn't help families remain or reach economic parity. Employers cogni-

zant of the changing workforce know that the more employees are helped with family responsibilities and career development, the greater the workforce's productivity and stability.

→ There's a tendency to lump all working women together, but that ignores the variations among the kinds of jobs women have and the differences in women's attitudes toward work.

→ *The Washington Post* recently reported that many women come off the "mommy track" just in time to get on the "granny track," or they are members of the so-called "sandwich generation" of women who find themselves simultaneously raising children and caring for elderly parents.

→ A 1987 Congressional report concludes that the average women can

expect to spend 17 years taking care of children and 18 years taking care of parents.

→ Americans 85 and older are the fastest growing segment of the population. This segment is expected to number five million by the year 2000, up from 2.9 million today.

→ Employers in metro Washington have a "tremendous opportunity" to lead the way for the rest of the nation by creating a menu of support services including on-site child care, flex-time, job sharing, leave sharing, family and medical leave, long-term care insurance, cross-training and career advancement programs.

→ For the first time in history, the majority of all new jobs will require post-secondary education. Women who want to get ahead cannot continue to function in the workforce on what they learned 15 or 20 years ago.

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The program featured a poem, *Phenomenal Woman*, on page 6.

→ For women who are not ready for the workplace of the 1990s and beyond - with its demand for technical, math, computer, communications, analytical and other higher level skills - it's not too late. It's never too late.

"You must determine what you are willing to sacrifice for your gain," Hemphill emphasized.

The Headquarters event was sponsored by the FAA and NTSB Federal Women's Program Committees.

## Program Planning Committee

The Women's History Month program was the result of a lot of hard work from a lot of people, including:

Diane Ables, chairperson, AHR-140  
Marcia Adams, APA-200  
Naomi Bryant, AIR-10  
Sheila Byrd, AAA-212  
Deena Collier, APS-3  
Patricia Haynes, AGI-1  
Lillie Isler, NTSB  
Roxanne Jackson, AAA-220  
Janis Pressley, APR-100  
Doretha Robinson, AAA-212



Members of FAA Headquarters and the National Transportation Safety Board Federal Women's Program Committees put together the recent event to commemorate Women's History Month.



The FAA Chorale added spirit to the event.

### 'A Very, Very Long Haul'

Eileen Hemphill, FAA Headquarters keynote speaker for the recent Women's Day program, zeroed in on the changing labor force and the challenges women face today and in the future.

As she ended her presentation, she reminded FAAers of these comments from women's rights activist Jill Ruckelshaus.

*You are in for a very, very long haul.  
I am asking everything you have to give ...  
But never give up.  
You will lose your youth, your sleep,  
your strength,  
your patience, your sense of humor ...  
and occasionally ... the understanding and  
support of the people that you love very much.  
In return I can promise only  
that you will have your pride  
in being a woman  
and all the dreams you've ever had  
for your daughters  
and nieces and granddaughters.*

## Highlights *from page 2*

The free event is open to the public and will celebrate Pratt & Whitney's 65th anniversary.

It will be held August 25 and 26 at the company's Rentschler Airport in East Hartford.

A three-hour aerial performance each day will feature historic war birds, old-time barnstormers, formation flyers and parachutists.

Special displays will offer a glimpse of the future of aviation and the challenges the aerospace industry faces to meet the demands of new markets and new technologies.

**Public Service Week.** Across the nation, activities are being planned to celebrate Public Service Recognition Week from May 7-13.

The week is a nationwide event designed to educate citizens about the government's range and quality of public services.

It will also recognize and pay tribute to more than 20 million public employees and focus on attracting new employees to the public service field.

**New Service.** American Airlines Flight 793, a little late but with its 118 seats filled, left Stewart International Airport for Chicago on April 17, the first regularly scheduled passenger service in the history of the former Air Force Base in Newburgh, NY.

It's a first step toward the airport's commercial development. American is offering three daily flights to Chicago and three to Raleigh, NC.

Up until April 17 the airport, which is 60 miles north of New York City, has been used only by cargo carriers, the Air and Marine National Guards and private jet owners.

**Youth Volunteers.** The FAA is looking for volunteers to spend two weeks this summer teaching teenagers about aviation to spark their interest in aviation careers.

The Aviation Career Education Service kicked off last summer at Fort Belvoir, VA, where 70 students attended courses in aviation ground



Karen Whitney

## 'Phenomenal' Women in Verse

Karen Whitney, personnel management specialist at the Federal Highway Administration, read the following poem at FAA's Women's History Day program.

Whitney, who first presented the poem at her college commencement, says its author and provenance remain unknown.

### Phenomenal Woman

*Pretty women wonder where  
my secret lies.*

*I'm not cute or built to suit a  
fashion model's size.*

*But when I start to tell them,  
They think I'm telling lies.*

*I say,*

*It's in the reach of my arms,*

*The span of my hips,*

*The stride of my step,*

*The curl of my lips.*

*I'm a woman*

*Phenomenally.*

*Phenomenal woman,*

*That's me.*

*I walk into a room*

*Just as cool as you please,*

*And to a man,*

*The fellows stand or*

*Fall down on their knees.*

*Then they swarm around me,*

*A hive of honey bees.*

*I say,*

*It's the fire in my eyes,*

*And the flash of my teeth,*

*The swing in my waist,*

*And the joy in my feet.*

*I'm a woman*

*Phenomenally.*

*Phenomenal woman.*

*That's me.*

*Men themselves have wondered  
What they see in me.*

*They try so much*

*But they can't touch*

*My inner mystery.*

*When I try to show them*

*They say they still can't see.*

*I say,*

*It's in the arch of my back,*

*The sun of my smile,*

*The ride of my breasts,*

*The grace of my style.*

*I'm a woman*

*Phenomenally.*

*Phenomenal woman,*

*That's me.*

*Now you understand*

*Just why my head's not bowed.*

*I don't shout or jump about*

*Or have to talk real loud.*

*When you see me passing*

*It ought to make you proud.*

*I say,*

*It's in the click of my heels,*

*The bend of my hair,*

*the palm of my hand,*

*The need for my care.*

*'Cause I'm a woman*

*Phenomenally.*

*Phenomenal woman,*

*That's me.*

school, air traffic control and aviation communications and electronics.

These courses are expected to be offered this summer in Washington, DC, Kansas City, Daytona Beach and Anchorage.

Volunteer instructors are asked to contact Judge Robert T.S. Colby, P.O. Box 21206, Alexandria, VA 22320, (703) 549-7722.

**Complaints Down.** Consumer complaints against major airlines declined and mishandled baggage reports were down in February.

The monthly "Air Travel Consumer Report" shows complaints from consumers to DOT totaled 915 in February, a 19% drop from the 1,128 complaints reported in January and 16% below the 1,087 complaints filed in February 1989.

Mishandled baggage problems declined to an average of 7.89 per 1,000 passengers in February compared to 8.7 reports filed in January.

The 12 largest domestic carriers also reported that 73.2% of their flights operated on time in February, compared to 77.6% in January.

## Flightplan

**FAA T-shirts.** Now you can buy an FAA T-shirt and help those less fortunate at the same time.

Several FAAers are selling hats, golf shirts, gym bags, watches, sweats and shorts emblazoned with the FAA logo.

Proceeds go to the DC Special Olympics to be held later this year.

Contact Patty Cline, x73562, or Laurie Fisher, x73561.

**Wanted: SES candidates.** The FAA has a new program to find talented managers with the potential to succeed in FAA's senior executive ranks.

Called the Candidate Development Program, it was put together by the Headquarters Senior Executive Resource Staff, AHR-20.

The program's vacancy announcement runs through Friday, June 8.

FAAers who are accepted in the program and graduate will serve as the primary pool for selection into entry-level SES positions. They will be certified by the Office of Personnel Management for three years.

FAAers at the GS/GM 14 and 15 levels are eligible to apply.

The vacancy announcement and an information package are available for pickup in room 522 or by calling Deborah Chambers, x73914, or Debbie Clough, x73918.

**Inspection symposium.** FAA's Aviation Standards National Field Office will host the Sixth International Flight Inspection Symposium and Exposition from Monday, June 25, to Friday, June 29 at the Hyatt Regency Hotel in Crystal City, VA.

The symposium is an international forum for government representatives responsible for inspecting, certifying and testing the accuracy and safety of air navigation facilities (navaids).

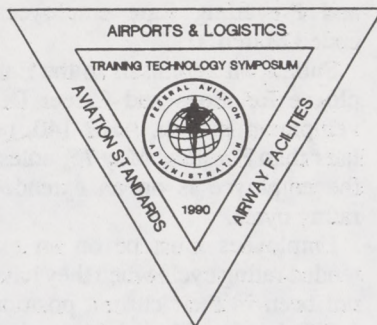
Industry representatives supporting flight inspection activities will also participate and display their products.

A static display of flight inspection aircraft is planned for Wednesday afternoon, June 27, at Dulles International Airport.

For a registration packet and further

information, contact the conference coordinator, Elizabeth Rudd, (202) 898-1410.

**Training symposium.** Focusing on airway facilities, aviation standards and airports training, the FAA Academy and the Office of Training and Higher



Education will host a training technology symposium from Tuesday, June 12, to Friday, June 15, at the Myriad Convention Center in downtown Oklahoma City.

More than 60 exhibitors are expected at the event.

For more information, contact Frederica Dunn, AHT-30, x67061.

**Coalition meetings.** The Headquarters chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its next monthly meetings on Monday, May 7, and Monday, June 4.

The monthly meetings for the rest of the year will be held on the following Tuesdays: July 10, August 7, September 11, October 2, November 6 and December 4.

The meetings are from 12 noon to 1 p.m. in the MacCracken room on the 10th floor of the Headquarters building.

Contact Marcia Adams, x73488, for further information.

**FWPC schedule.** Monthly meetings are set for the Federal Women's Program Committee (FWPC) through the end of 1990.

Check your calendar and reserve the following Wednesdays from 11 a.m. to 1 p.m. for the meetings: May 2, June 6, July 11, August 1, September 5, October 3, November 7 and December 5.

The meeting place is the Civil Rights conference room.

For further information, contact Marcia Adams, x73488.

**RTCA awards luncheon.** The Radio Technical Commission for Aeronautics will hold an awards luncheon on Wednesday, May 23, at Washington's Grand Hyatt Hotel.

John Baker, president of the Aircraft Owners and Pilots Association, is the guest speaker.

For reservations and information, call (202) 682-0266.

**'Government Workplace.'** There's an easy way to keep abreast of what's new in running the government and at the same time find answers to 90's workplace questions.

It's this year's Government Workplace, an educational conference and display of General Services Administration products and services.

The place: Washington Convention Center on Wednesday, May 30, and Thursday, May 31.

Admission to all of the 96 conference sessions, discussion groups and displays is free to FAAers and government employees.

For more information, call (404) 393-1688. Fax number: (404) 393-2018.

**New shuttle number.** Contact Warren Morris, ASD-10, x79908, to make reservations on the FAA shuttle between National Airport's Hangar 6 and the FAA Technical Center in Atlantic City.

**Extra copies.** If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

**Upcoming events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

**Wednesday deadline.** *Intercom* is published weekly.

The deadline for items is no later than 11 a.m. every Wednesday.

**Recycle it.** The *Intercom*'s new white color allows it to be recycled.

After reading the newsletter, make the extra effort to put it in one of the building's recycling boxes.

## Healthbeat

**'Difficult' children.** A special seminar, "Parenting the Difficult Child," will be held on *Thursday, May 17*, at 12 noon in FAA Headquarters conference room 8C.

It will be presented by Heather Healy, a clinical social worker, consultant to Montgomery General Hospital and the mother of three children.

The seminar is sponsored by FAA's Employee Assistance Program (EAP).

People who have children quickly realize that being a good parent can be one of the most challenging and difficult jobs in the world.

Parents also discover, especially those with more than one child, that what works with one may not work with another.

Do you relate to these situations? Then check out this seminar.

If you would like to attend or want more information, call Jerry Meade, Headquarters EAP manager, x73945.

**1 up, 2 down.** It's a good idea to walk up one flight of stairs or down two.



It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

**Teen suicide.** Suicide is the leading cause of death in teenagers. Here are some facts and myths about teenage suicide from the Employee Counseling Service Program:

→ **Myth.** Teenagers are impulsive and do not actually plan ahead to hurt themselves.

→ **Fact.** Suicides are planned actions that have often been thought through well in advance.

→ **Myth.** Talking about suicide only makes teenagers think about it more often.

→ **Fact.** Discussing the topic with teenagers shows them that you care and that you also take them seriously.

→ **Myth.** Suicidal people rarely have gone for help.

→ **Fact.** Most people have sought or received some help during the months

## Performance Appraisals Due May 15

### Managers Urged To Meet Deadline

The Performance Management System (PMS) appraisal cycle, which covers all General Schedule and Prevailing Rate employees, ended March 31.

Submit all appraisals to the Employee Relations and Career Development Branch, AHR-140, no later than *Tuesday, May 15*, unless the employee is on an extended rating cycle.

Employees must be on an extended rating cycle when they have not been in their current position for 90 days as of March 31 or when they have not been under elements and standards for 90 days as of March 31.

Extended rating cycles end no later than Friday, June 30, and the ratings for employees on those cycles must be submitted to AHR-140 by *Thursday, July 5*.

If AHR-140 does not receive an appraisal by the appropriate dates, the employee will not have a current rating of record, causing a delay in his or her within-grade.

Additionally, all nominations for unusually outstanding performance awards or quality increases must be submitted to AHR-140 no later than *Tuesday, May 15*.

For more information on the PMS appraisal system, contact Debbie Hensley, x78916.

before their deaths.

→ **Myth.** Teenagers who threaten to commit suicide rarely follow through.

→ **Fact.** The majority of teens who attempt it often speak about committing suicide beforehand.

→ **Myth.** Teens will not try to hurt themselves more than once.

→ **Fact.** People who are successful at committing suicide usually have made prior attempts.

→ **Myth.** Teenagers who have attempted suicide really want to die.

→ **Fact.** Most teenagers have really not made up their minds and often give signals about how they are feeling in the hope that someone will help them.

→ **Myth.** The moment a teenager decides to commit suicide, nothing can be done.

→ **Fact.** Most people can be stopped, but all interventions may not be successful. Making the effort to intervene is worthwhile.

Concerned about teen suicide? Suicide hotlines numbers are:

Maryland: (301) 738-2255

D.C.: (202) 636-6878

Virginia: (703) 527-4077

**Stressed out?** Help yourself feel better by contacting FAA's Employee Assistance Program (EAP).

It's easy. Just call Jerry Meade, FAA's EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room 327, and asking for the EAP counselor.

Services are confidential and are also available to immediate family members of FAAers.

## Feedback

**Right number?** At FAA Headquarters, Management Systems administers the distribution of the *Intercom* on an "all employee count" basis.

Each FAAer should receive one copy. If your office is not receiving the right number, it may not be getting the right number of other mailings.

Contact *Bernida Williams* in Management Systems, x78735, or the distribution representative for your office or service.

## Save the Earth With Creativity

### Finding Ways To Lessen Aviation's Impact on the Environment

It's a tough task, but FAAers are being urged to come up with "creative ways" to boost aviation and minimize its impact on the environment.

That's the challenge from Mike

Moffett, Associate Administrator for Policy and International Aviation, who spoke recently at a special Earth Week program at FAA Headquarters.

Many problems targeted by the first Earth Day 20 years ago remain, some are worse and some new environmental problems have cropped up, Moffett said.

He emphasized that the FAA has taken steps to improve the environment and is required continually to review the environmental impact of its decisions.

"Some of you have been involved in performing environmental assessments," Moffett said.

"Whether you have or not, I urge all of you to seek creative ways to perform your job for the agency while minimizing the

turn to *Agency Workers* on page 5



May 8, 1990



US Department  
of Transportation

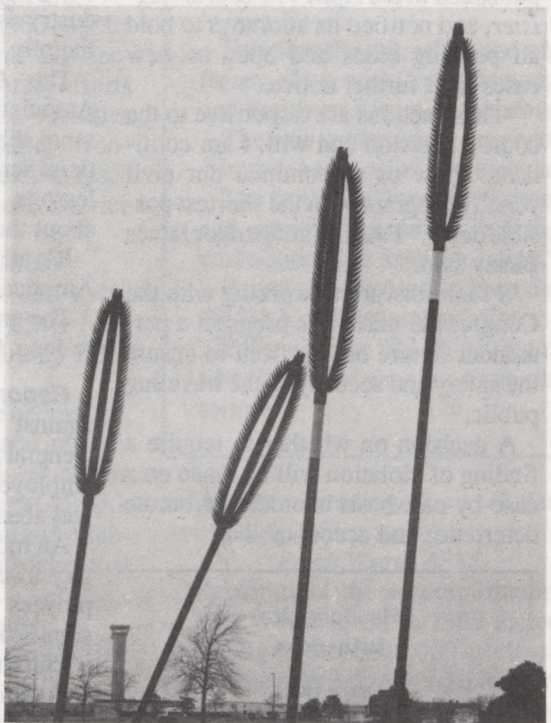
Federal Aviation  
Administration

## Headquarters Intercom

### 'Iron Feathers'

A quartet of soaring "iron feathers" seems to dwarf the air traffic control tower at Will Rogers World Airport in Oklahoma City. The work of architect Rand Elliott, the monumental sculpture was recently dedicated by city officials. The feathers represent a gesture of greeting and consist of four shafts of steel, the highest being 70 feet tall. Four is a sacred number to all American Indian tribes and universally represents the seasons of the year and the four cardinal directions. The arrows, a project of the Oklahoma City Rotary Club, frame the Will Rogers Tower, a 10-story structure and one of the first I. M. Pei-designed pentagonally shaped towers.

Photo by Roland Herwig



### The Best of 1989 Seven Air Traffic Facilities Win National Honors

Seven air traffic facilities won national honors for their outstanding achievements in operational efficiency, communications, human relations, employee development, employee morale, resource management, professionalism and external relations.

This year there were 37 nominees in the six awards categories.

The two winners in the flight service station category were: Florida's *Jacksonville* and California's *Santa Barbara Flight Service Stations* (FSSs).

Winners of the two categories for airport traffic control towers were *Santa Barbara Tower* for level I-III and *Oakland Bay TRACON* for level IV-V.

*Minneapolis Center* won the air route traffic control center category, and *Fort Worth* took the honors as automated flight service station (AFSS) of the year.

*Chicago Tower* was awarded the Special National Award.

Here's why they won:

*Jacksonville FSS*

*Jacksonville*, which tied for the FSS win, was the busiest level II FSS in the nation, providing some 29,420 flight

turn to *AT Awards* on page 3

### Computer Confusion Busters 'OATS' Workers Praised

Thirty-six FAA and DOT employees - who worked long and hard on one of the biggest desktop office automation contracts ever - have been honored for

their efforts to take confusion out of the agency's computer labyrinth.

At a special banquet, employees from FAA and the DOT received certificates and monetary awards for setting up the procurement mechanism for the OATS contract.

The contract has been characterized  
turn to *'OATS'* on page 6

## Highlights

**Career Tips.** More than 200 Headquarters FAAers picked up tips and information at the agency's Professional Development Day Fair.

Photos on page 8.

**Anti-Rape Tip.** What should you do if someone on an elevator makes you feel uneasy?

Here's advice from the General Services Administration.

→ If a fellow passenger makes you nervous, trust your instincts and get out of the situation fast.

→ Never put yourself in the position of being the only person on the elevator.

→ If everyone gets off, you get off, too. Catch a different one to your floor or recruit an escort.

→ Don't take the stairs. Your potential attacker may be waiting for you.

→ It's also a good idea to check the elevator before you get on.

→ If you see someone who looks or acts strange, take another elevator.

→ When you're waiting for an elevator, stand away from the door - that way you can't be pulled or pushed in.

→ Always stand near the control panel when you are on an elevator.

→ If a threatening situation arises, push the alarm button for lots of noise and hit as many floor buttons as you can.

→ Get off as soon as the elevator stops and go to the nearest office to call for help.

**Civil Penalty Update.** The FAA has published a final rule amending parts of its civil penalty rules of practice.

Under the Civil Penalty Assessment Demonstration Program, the agency may assess penalties for violations of FAA regulations in cases involving less than \$50,000.

The program was authorized by Congress in December 1987 for a two-year period. Congress then reauthorized it for an extra four months ending April 30, 1990.

The major change contained in the

final rule would allow, at the discretion of the FAA, compromise settlements without requiring a finding of a violation. The agency's civil penalty rules of practice had been criticized as being unfair.

"This final rule should put to rest any remaining doubt that the FAA would move swiftly and fairly to ensure procedural fairness in the civil penalty program," DOT Secretary Sam Skinner said. "This program is a vital arrow in our quiver to combat the threat of hijacking and terrorism in the skies."

Responding to a court of appeals decision invalidating the existing rules of practice on procedural grounds, the FAA issued a Notice of Proposed Rulemaking covering the proposed rules of practice and the latest amendments.

The agency also delayed the effectiveness of its final rule, which was published in the April 17 *Federal Register*, and notified its attorneys to hold all pending cases and open no new cases until further notice.

"These actions are responsive to the court's decision and will, I am confident, allow us to continue our civil penalty program with the shortest possible delay," FAA Administrator James Busey said.

"I look forward to working with the Congress to make this program a permanent fixture on our front to ensure the safety and security of the traveling public."

A decision on whether to require a finding of violation will be made on a case-by-case basis in order to promote deterrence and accountability.

Headquarters

**Intercom**

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Pat Cariseo  
Pat Tomasetti  
Associate Editors

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**Home on the Tarmac.** Some aviators, tired of the cost and commute involved in keeping their planes at airports, hope to trade in their two-car garages for hangars and move into communities built around landing strips.

In the past two decades, about 200 fly-in communities have sprouted around the nation.

Pilots can land at an airport in their neighborhood, then taxi down the runway into their garages without ever leaving the cockpit.

Another aviation community, called Eagle's Nest, is in the works for a 126-acre tract of farmland around the Waynesboro Airport in Virginia's Shenandoah Valley.

The new community is expected to cost \$5 million and take 15 years to complete.

**Flying Reporters.** The aviation industry is taking reporters for a ride, literally.

The Aircraft Owners and Pilots Association (AOPA) says it has taken more than 70 reporters from TV stations across the country on first flight lessons, and most have aired stories about their experiences.

It's all part of AOPA's "Learn to Fly America" program.

The group plans to step up its efforts in June, "Learn to Fly Month."

**Report Fraud.** In its campaign against waste, the DOT Inspector General is urging FAAers and all DOT employees to report fraud, waste, theft and abuse to its hotline.

An incentive program allows monetary awards of up to \$10,000 to employees whose information results in significant cost savings.

Employees may remain anonymous, and the information given is kept confidential.

To reach the Inspector General's Hotline, call the following numbers:

Toll Free: 1-800-424-9071  
Washington, DC  
(202) 366-1461

Information can also be sent to:

Office of Inspector General  
U.S. Department of Transportation  
PO Box 23178  
Washington, DC 20026-0178

## AT Awards *from page 1*

services per specialist with no operational errors.

### *Santa Barbara FSS*

Santa Barbara FSS, with only 62% of its authorized staffing, averaged 20,477 flight services per specialist, conducted an extensive outreach program, implemented a new quality assurance program and developed a disaster preparedness plan.

These and other achievements were accomplished without a single operational error for 1989.

### *Santa Barbara Tower*

Santa Barbara Tower, with only 55% of its authorized staffing, excelled in the operational area by controlling a 48% increase in instrument operations while reducing the operational errors by 50%.

This facility participated in more than 35 user and community meetings related to aviation for over 7,500 people.

Santa Barbara Tower was also recognized for its local community efforts and praised for its service to facilities and organizations including Vandenberg Air Force Base Western Space and Missile Center, the Secret Service and the White House.

### *Oakland Bay TRACON*

Oakland Bay TRACON had a 4% increase in traffic with only 54% fully qualified staffing and had only three operational errors.

Bay was commended for operations, communications, training and administration. The facility also instituted an airport radar surveillance area (ARSA), added an additional position and established expanded visual approaches that increased arrival capacity.

### *Minneapolis Center*

This is the second win in a row for the Minneapolis Center.

It has continued to demonstrate unusual excellence in providing air traffic services through such accomplishments as a reduction in operational errors and the establishment of an error awareness program, a user effectiveness program and several very effective training programs.

Minneapolis also had the distinction of having the highest controller morale

## New Aviation Safety Center Dedicated



FAA Administrator James Busey, center, snips the ribbon with help from Congressman Andy Ireland, left, and Southern Regional Administrator "Cas" Castleberry.

Photo by Roger Myers

Planes trailing colorful smoke flew overhead, a Navy band struck up a march tune and a Civil Air Patrol color guard and drill team strutted their stuff as the FAA dedicated a new Aviation Safety Center in Florida on April 9.

The facility, a flight service station and safety education center, was officially dedicated at the Lakeland Regional Airport during the annual Sun 'n Fun Fly-In.

Snipping the red, white and blue ribbon was FAA Administrator James Busey, along with Congressman Andy Ireland from Florida's 10th District and Southern Regional Administrator Garland P. (Cas) Castleberry.

The new center was a cooperative effort among FAA, the Experimental Aircraft Association and state and local officials.

The facility is "proof that when aviation enthusiasts, both in government and outside government, pull together and cooperate, we can make vital contributions to aviation safety," Busey said.

Busey also pledged to keep the lines of communications open between the FAA and general aviation.

Following the ribbon-cutting ceremony, Busey fielded numerous questions from the standing-room-only gathering in the new building's auditorium.

nationally according to a General Accounting Office survey.

### *Forth Worth AFSS*

Highlights of the accomplishments of Fort Worth AFSS in 1989 include providing a total of 819,000 services to pilots who operate in the system's largest (640 airports) flight plan area, conducting 8,500 hours of training, providing 18 recorded flight assists and maintaining a zero operational error rate.

### *Chicago Tower*

Chicago Tower was cited for its outstanding accomplishments significantly improving facility operations in 1989, its service to the public and its

overall contributions to the region's mission.

Regional award ceremonies will be held for the personnel at these facilities to honor them for their exceptional achievements and contributions.

**Three Weeks, Please.** Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring the item to room 908, or call x78521.

**Wednesday Deadline.** *Intercom* is published weekly.

The deadline for items is *no later than 11 a.m.* every Wednesday.

## Not a Pretty Picture

### Traffic Reporter Becomes Pollution Sleuth

Walt Starling, a local radio traffic reporter who spots Washington area transit snags from his plane, put on another hat recently: He snapped shots of the local environment from the air.

He showed them to FAAers during the April 16 Earth Day program in the auditorium.

Many think that spotting pollution and environmental problems is new, but Starling said that his professional idol – radio reporter Arthur Godfrey – was doing it a long time ago.

Godfrey, who worked for CBS, routinely flew from the New York area to Washington.

He became concerned about the increasing air pollution he saw from his aircraft during the 1930s, 1940s and 1950s.

In 1990 the problems are still with us. Here are some highlights from Starling's talk:

→ It's not unusual for Starling to land at National Airport during low tide and see barrels, tires and garbage near the end of the runway. Once he saw an entire picnic table.

→ A photo of the Lorton landfill showed 25 trucks at one time dumping into the area.

→ One slide showed runoff going into a creek from a junkyard after a heavy rainfall.

It probably contained battery acid, brake fluid, gasoline and motor oil. This waste ends up in the Chesapeake Bay and kills oysters, Starling said.

→ A housing development rises from a landfill in one of Starling's shots. It is being built on a former landfill, and developers claim that toxicity levels are acceptable.

"But still I think it's a risky business," Starling warned.

→ Near the old Riverdale Airport, Starling's camera caught illegal dumping of refrigerators and household trash.

Other photos showed trash and hundreds of discarded tires, all illegally dumped.

→ Small airports have been big losers during metro Washington's development – 13 have been lost.

→ Last year, an apartment complex on the Anacostia River emptied chlo-



Airborne traffic reporter Walt Starling.

rinated water from a swimming pool into the river killing fish. The fish are starting to come back, Starling has observed.

→ On a historical note, Starling told FAAers that the Anacostia River was deep enough to carry ocean-going ships during America's early days.

That's when Bladensburg, MD, was the third largest seaport in the young nation.

Europe's demand for tobacco prompted farmers to cut down trees and plant tobacco along the river.

By the end of the War of 1812, so much soil had run off into the river that it became too clogged for large ships.

→ "We're going through a development boom right now.

"Anytime there has been a boom over the last 200 years in this city, the silt runoff has increased dramatically," Starling said. Add runoff of oil and gasoline, and the fish population decreases.

"When things slow down during a recession or depression, it gives the Potomac and Anacostia rivers a chance to catch up," he said.

→ In response to a question on air quality, Starling said, "When I first started doing traffic, the air quality was unbelievably miserable.

"It would appear the visibility has improved. It's still not great, but it's not bad."

→ How about automobile traffic? Over the last 10 years a net gain of 185 cars a day has been added to metro Washington's traffic.

"Even though Metro is up and operating, Metro is only barely holding the line," Starling said.

"Metro is wonderful, safe and works, but it just isn't enough."

He suggested that Metro rail lines must be run out farther into the suburbs and said existing rail lines should be used for commuter traffic.

One example is Maryland's decision to use existing tracks to provide commuter service between Baltimore and Washington.

→ On strategic planning, Starling said, "none of our transportation systems were integrated.

"If you wanted to take Metro to National Airport, you ended up schlepping your bags half the way across a parking lot to get over to the terminal. It wasn't planned properly."

Part of the airport's renovation includes a better link between Metro and the terminal.

"The new thinking has to be that everything has to work together," he said.

WLTT-FM radio's Starling has been flying for 17 years – 16 as an airborne traffic reporter – and has logged more than 16,000 hours.

He is a member of "Flying Circus" in which he flies an antique Stearman biplane.

He holds commercial, instrument, glider and multi-engine ratings.

**Upcoming Events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

The deadline is *no later than 11 a.m.* every Wednesday.

## Did You Know? Recycling Facts

→ About 80% of what Americans throw away is recyclable, yet we recycle less than 10%.

→ Recycling one ton of paper saves about 17 trees, three cubic yards of landfill space, two barrels of oil, 7,000 gallons of water and 4,100 kilowatt hours of electricity - enough energy to power the average American home for five months.

It also prevents 60 pounds of pollution from being spewed into the air.

→ Recycling aluminum cans uses only 5% of the energy required to make new ones.

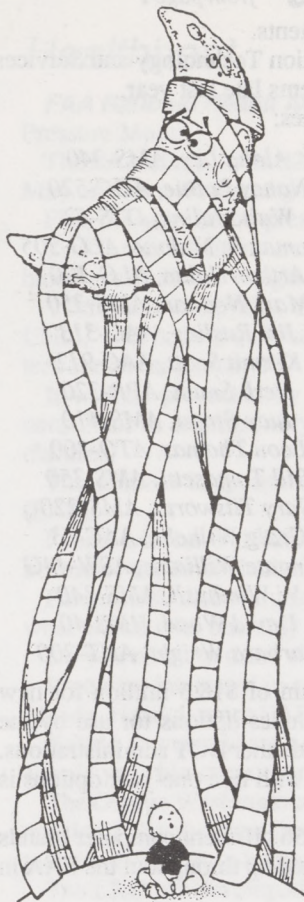
→ Only one-fourth of all bottles manufactured in the United States are recycled back into glass containers.

→ Twenty-eight million tons of grass clippings, leaves and other yard waste is dumped in landfills each year.

This adds up to almost 20% of all landfill trash.

→ The solid waste generated in the United States in one year could pave a highway 24 lanes wide and one foot deep stretching from Boston to Los Angeles.

→ The amount of used, non-recycled motor oil that is dumped in the United States each year consti-



Laid end-to-end, the 18 billion disposable diapers thrown away in the United States every year could reach back and forth to the moon seven times.

Graphic courtesy of the National Wildlife Federation

tutes 10 to 20 times the amount that leaked from the *Exxon Valdez* oil tanker during the 1989 oil spill in Alaska.

→ Americans use 2.5 million plastic bottles every hour and recycle only a tiny percentage of them.

→ One quart of motor oil, when completely dispersed, can contaminate as much as two million gallons of drinking water.

→ Through recycling, 2.5 quarts of "new" motor oil can be extracted from one gallon of used oil.

It takes about 42 gallons of virgin oil to make 2.5 quarts of motor oil.

→ The United States is producing over 300 million tons of toxic waste each year. That's more than one ton of toxic waste for every man, woman and child.

→ Suburban homeowners use five to 10 pounds of pesticides an acre, about 10 times more chemicals an acre than farmers use.

### Intercom Recycling: Staples Can Stay

There's been some confusion about recycling the *Intercom*.

Although *Intercom* has been asking you to remove staples from the newsletter before putting it in one of the recycling boxes, that's not necessary.

The General Services Administration says the staples can stay.

## Agency Workers Urged To Use Environmental Creativity *from page 1*

environmental impact."

Moffett highlighted "significant strides" in quieting aircraft.

Because of tighter FAA noise regulations, the number of people adversely affected by jet noise has been cut in half - from 7 million in the 1970s to about 3.2 million today.

"Even more reductions are projected as quieter new-technology aircraft are delivered," he said.

Last year, a staff was set up within FAA's Office of Environment and Energy to oversee the cleanup of haz-

**Top management has committed significant cleanup funds, 'not only because it is the law, but because it is the right thing to do.'**

Mike Moffett  
Associate Administrator for  
Policy and International Aviation

ardous waste at agency facilities.

Because of past maintenance practices and research and development activities, several FAA facilities must begin cleanup measures to meet rigorous federal and state standards.

Moffett said FAA's top management has made a strong commitment by earmarking "significant" cleanup funds, "not only because it is the law, but because it is the right thing to do."

He told FAAers things they could do to protect the planet earth for unborn

*more Creativity on page 6*

## 'OATS' Workers Win Kudos *from page 1*

as a model for office automation procurements.

OATS, which stands for Office Automation Technology and Services contract, was won by AT&T Federal Systems late last year.

Recognized were the following employees:

<i>David Bailey, ALG-340</i>	<i>Aloha Ley, AMS-340</i>
<i>Margaret Binns, AMS-300</i>	<i>Nancy LoBue, AGC-520</i>
<i>Alan Breitler, ATO-130</i>	<i>Walt Maling, DTS-62</i>
<i>David Bryant, ASO-60</i>	<i>Thomas R. Malone, ALG-305</i>
<i>Dot Buchanin, ACM-630</i>	<i>Arthur Nolan, ALG-120</i>
<i>Glenn Chamberlin, AAC-912</i>	<i>Mark Noonan, AMS-350</i>
<i>Scott Chamberlin, AMS-320</i>	<i>Jim Rusling, AAC-313</i>
<i>Richard Chapman, M-31</i>	<i>Kermit Scott, AAC-912</i>
<i>Ellen Cook, AMS-320</i>	<i>Herb Smith, APR-320</i>
<i>Kim Dagher, AMS-300</i>	<i>Judy Street, AMS-410</i>
<i>John Dirksen, AMS-350</i>	<i>Leon Thomas, ATO-300</i>
<i>Rita Freeman, AMS-220</i>	<i>Bill Tomasetti, AMS-350</i>
<i>John Haley, ANM-43</i>	<i>Gary Titsworth, AMS-220</i>
<i>Lonnie Haraway, AAC-63</i>	<i>Craig Wilhelm, AAC-63</i>
<i>Larry Hayes, AAC-934</i>	<i>Wingate Williams, ASW-44G</i>
<i>Patricia Haynes, AGI</i>	<i>Vi Wimbush, AMS-340</i>
<i>Susan Knapton, APS-410</i>	<i>David Wood, HMS-40</i>
<i>Jeff Lane, AMS-340</i>	<i>Barbara Wright, AHT-200</i>

The OATS contract earmarks a minimum of \$18.5 million for new computers and software for FAA and includes options for use by the Office of the Secretary of Transportation and other DOT administrations.

The potential for the three-year contract with five one-year options is \$853 million.

The new equipment will replace at least 56 different computer brands and 100 software packages that have cropped up throughout the FAA in the past years.

This tangle of computer types has resulted in strained communications and unnecessary retraining when FAAers move between organizations.

Look for more about OATS in the upcoming *FAA World*.

## FAA Headquarters PMS Deadline May 15

The Performance Management System (PMS) appraisal cycle, which covers all General Schedule and Prevailing Rate employees, ended Saturday, March 31.

Submit all appraisals to the Employee Relations and Career Development Branch, AHR-140, no later than Tuesday, May 15, unless the employee is on an extended rating cycle.

Employees must be on an extended rating cycle when they have not been in their current position for 90 days as of March 31 or when they have not been under elements and standards for 90 days as of March 31.

Extended rating cycles end no later

than Friday, June 30, and the ratings for employees on those cycles must be submitted to AHR-140 by Thursday, July 5.

If AHR-140 does not receive an appraisal by the appropriate dates, the employee will not have a current rating of record, causing a delay in his or her within-grade.

Additionally, all nominations for unusually outstanding performance awards or quality increases must be submitted to AHR-140 no later than May 15.

For more information on the PMS appraisal system, Debbie Hensley, x78916, can be contacted.

## International Aviation Jobs Open

The International Civil Aviation Organization (ICAO) is seeking applicants for foreign aviation assignments.

The positions include:

*Technical officer, communications*  
(PC-90/06/P-4)  
Bangkok, Thailand

*Technical officer, operations*  
(PC-90/09/P-4)  
Mexico City, Mexico

*Chief, Rules of the Air,  
Air Traffic Services and  
Search and Rescue Section*  
(PC-90/10/P-5)  
Montreal, Canada

Initial appointment for these positions is three years.

Copies of the ICAO application (144/2) and announcements, which include qualifications, salary, allowances and benefits, can be obtained from FAA servicing personnel offices.

Applications are due no later than Thursday, May 24, and should be submitted to FAA Headquarters office of Administrative Systems and Overseas Support, API-19.

U.S. government employees accepting these positions are entitled to re-employment rights.

## Creativity *from page 5*

generations, including:

→ Expanding our environmental view from a national to a global one.

→ Working to prevent future problems from happening and minimizing further environmental mistakes.

→ Urging industry and environmental groups to cooperate.

→ Recognizing our role as individuals by changing lifestyles to address environmental problems, for instance by joining a carpool or vanpool, separating trash for recycling and shopping for products that minimize energy use and waste disposal.

"Earth Day itself won't solve our problems, but it does give each of us the opportunity to become better educated about the problems we face and the actions we need to take to preserve our quality of life," Moffett said.

## Flightplan

**Thrift savings.** The Thrift Savings Plan open season is *Tuesday, May 15, through Tuesday, July 31.*

Federal Employees Retirement System (FERS) or Civil Service Retirement System (CSRS) employees with continuous service who were hired before July 1, 1989, are already eligible to participate during this open season.

Rehired FERS or CSRS employees who were eligible to participate in the plan before separation also are eligible.

The TSP-1 (Thrift Savings Plan election form) will be available in AHR-140, room 514, on May 15, and a pamphlet containing updated TSP information will be sent to all employees.

All elections received prior to July 1, will be effective on July 1. Elections received after July 1 will be effective on the first full pay period after receipt in AHR-140.

If you do not return the TSP-1 by July 31, you will have to wait until the next open season.

Ida Mack or Barbara Claytor, x78916, can answer questions regarding the Thrift Savings Plan.

**Wanted: SES candidates.** The FAA has a new program to find talented managers with the potential to succeed in FAA's senior executive ranks.

Called the Candidate Development Program, it was put together by the Senior Executive Resource Staff, AHR-20, for those whose next step in their career progression is an SES position.

The program's vacancy announcement runs *through Friday, June 8.*

About 25 will be accepted in the program this year, and those who graduate will serve as the primary pool for selection into entry-level SES positions. They will be certified by the Office of Personnel Management for three years.

The program is expected to be re-advertised in 1991 and then opened up again every other year.

Those at the GS/GM 14 level who have been in grade at least a year and GS/GM 15s are eligible to apply.

The vacancy announcement and an

## Healthbeat

**FAA National Health Awareness Program.** May is National Blood Pressure Month.

The FAA clinic, room 327, is offering blood pressure screening during May on *every Wednesday and Friday* from 9 a.m. to 11:30 a.m.

Find out your blood pressure reading and what the numbers mean.

You'll receive literature and a personal log to keep a record of your blood pressure and weight.

**'Difficult' children.** A special seminar, "Parenting the Difficult Child," will be held on *Thursday, May 17*, at 12 noon in FAA Headquarters conference room 8C.

It will be presented by Heather Healy, a clinical social worker, a consultant to Montgomery General Hospital and the mother of three children.

The seminar is sponsored by FAA's Employee Assistance Program (EAP).

People who have children quickly realize that being a good parent can be one of the most challenging and difficult jobs in the world.

Parents also discover, especially those with more than one child, that what works with one may not work with another.

Do you relate to these situations? Then check out this seminar.

If you are interested in attending or want more information, call Jerry Meade, Headquarters EAP manager, x73945.

**Eating to your heart's content?** Curious about your eating habits? Here's your big chance to learn more about your diet.

The George Washington University Lipid Research Clinic (LRC) is recruiting 120 volunteers from the FAA for a study on how to gather information about eating habits.

The LRC has developed a questionnaire to find out what a variety of individuals are eating on their usual diets. This study will determine if a simple form can tell as much about an individual's diet as can a more detailed form.

What's involved? First, there's a 30-minute group session with a nutritionist to learn how to keep a daily record of what you eat.

Then, several weeks later there will be a 30-minute individual appointment in the FAA health clinic with a nutritionist to review your four-day food record and to give you some insight into your eating habits.

So, one hour of your time helps us and helps you, too.

There's no charge. Stop by the clinic, room 327, to schedule an appointment for the initial group instruction.

information package are available for pickup in room 522 or by calling Deborah Chambers, x73914, or Debbie Clough, x73918.

**Training symposium.** Focusing on airway facilities, aviation standards and airports training, the FAA Academy and the Office of Training and Higher Education will host a training technology symposium from *Tuesday, June*

*12, to Friday, June 15* at the Myriad Convention Center in downtown Oklahoma City.

For more information, contact Frederica Dunn, AHT-30, x67061.

**Plant sale.** The National Black Coalition of Federal Aviation Employees will sponsor a plant sale in the first floor lobby on *Wednesday, May 16*, from 10:30 a.m. to 2 p.m.

More than 200 FAAers got an earful and a handful – of information – at the Professional Development Day Fair.

The fair, sponsored by the FAA's Federal Women's Program Committee gave employees a chance to find out about the agency's training programs, career development opportunities and even helpful hints on filling out SF-171s and writing KSAs.

Numerous organizations provided information about their activities – everything from the Toastmasters to employee participation groups.

Here are a few shots of the fair and people who were there.



Fanny Rivera and Al Mendez told FAAers about the work of the National Hispanic Coalition of Federal Aviation Administration Employees (NHCFAE).



Diane Ables highlighted several of the agency's training programs including the Center for Management Development in Florida.



Helping to put on the development fair were Women's History Month Committee members, left to right, Marcia Adams, Janis Pressley, Doretha Robinson and Naomi Bryant.



More than 200 FAAers attended the event in the Headquarters cafeteria. Giving out information are Barbara Siegler, seated, and Nadine Adams.

## Career Tips



Sam Hart, seated, caught the eyes and ears of FAAers as she explained the services of the third-floor health clinic and the Employee Assistance Program.



National Black Coalition of Federal Aviation Employees (NBCFAE) President David Dawson and membership chairperson Vi Wimbush talked to dozens of FAAers about the organization's goals.



U.S. Department of Transportation

Federal Aviation Administration

# Headquarters Intercom

## 'A Great Experience'

### FAAers Look to Future Opportunities

"It was one of the greatest experiences of my life, but it takes a great deal of energy and determination to make the most of the opportunity."

Phyllis Duncan ought to know. She was one of the 1989 graduates of the Women's Executive Leadership (WEL) program. Duncan, a Flight Standards program analyst, recently gave her insights to WEL's ten new participants for 1990.

This year's group represents a wide range of jobs -- from air traffic controllers and lawyers to computer specialists.

Group members recently gathered in Washington for a week-long orientation, which included a day at FAA

*turn to Future on page 4*



FAA participants in the 1990 WEL program from across the country spent a week-long orientation in Washington. Seated, left to right: Stephany Watson; Marsha Fisher; Jennifer Nakazawa; Dorothy Boone, a WEL participant from the St. Lawrence Seaway Development Corporation; Debra Plymate; Sheryl Klearman; and Katherine Jones. Standing, right to left: Sherry Colman; Gwen Gauthier-Godfrey; Gail Reid; Moira Eisele, program coordinator; and Carmen Calabro.



## Second Guessing Mt. Redoubt

You never know when Alaska's Mt. Redoubt will blow its stack. That's why the FAA is quick to warn pilots about dangerous ash clouds that clog engines and knock out navigational aids. Find out more about Mt. Redoubt's impact on aviation in the frozen north in the next issue of FAA World. This photo shows a recent eruption.

**First in the Nation.** A new wide aperture Redlich Localizer Antenna was commissioned at Dulles International Airport on April 26 -- the first airport to go operational with the new equipment.

Signals from the old antenna, a category III localizer antenna array, were being distorted by reflections from fuel storage tanks and a new high voltage power line.

It took 10 days to install and flight check the new antenna. The check by FAA's flight inspection aircraft found the new antenna's level of performance exceeded expectations. It

*turn to Highlights on page 2*

## Highlights

## A Brand New FAAer

### Western-Pacific Secretary Wins Award

Mims Jenkins signed on with the FAA in Los Angeles at the end of January.

Three months later she was on a plane to Washington to collect a plaque and praise for taking one of the top spots in the DOT Secretary of 1990 essay contest.

Jenkins, 23, works in the Acquisition Management Branch, Logistics Division, Western-Pacific Region Headquarters.

Accepting the third-place plaque at a DOT ceremony in

*turn to Secretary on page 4*

## Highlights *from page 1*

has improved category III landing service to the nation's capital.

Back in 1988, the ILS Engineering Branch, ANN-120, began a series of tests on a localizer antenna that had been designed in 1981 by Dr. Robert Redlich.

Under an FAA contract, Ohio University tested the equipment extensively at the school's Florida test facility.

Other tests were conducted in March 1989 at Tulsa International Airport and gave highly successful results.



Mike Moffet

### **One 'T,' Please.**

Mike Moffet has a nagging problem that *Intercom* definitely didn't help to solve.

It seems that people keep putting an extra "t" at the end of his last name.

That's exactly what *Intercom* did in the May 8 issue when it chronicled Moffet's remarks during a Headquarters Earth Day event.

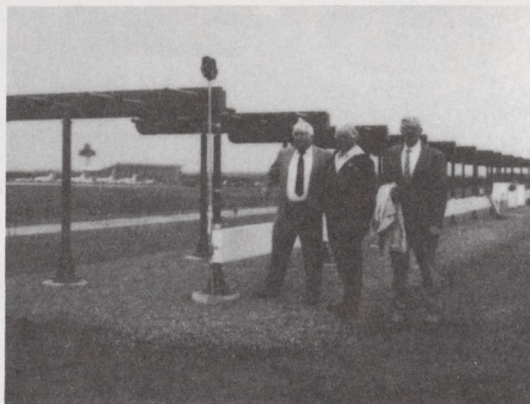
Moffet, with one "t," is FAA Assistant Administrator for Policy, Planning and International Aviation.

**\$3 Million in Rewards.** The airline industry has offered to pay up to \$1 million for information about terrorists' attacks against American airlines.

The Air Transport Association, which represents major carriers, said its members have agreed to augment federal government rewards for tips leading to the arrest of terrorists or contributing to the prevention of criminal attacks against the association's member companies.

The payments would supplement the federal rewards of up to \$2 million that are already available for tips concerning terrorists, bringing the maximum reward for a single tip to \$3 million.

The federal payments, managed by the State Department, were increased by law last year from an earlier maximum of \$500,000.



Surveying the new Redlich localizer antenna at Dulles International are, left to right: William Johnston, an ILS engineer with the FAA; Dr. Richard McFarland, a pilot and engineer with Ohio University; and Dr. Robert Redlich, the antenna's designer.

**'Tough and Fair.'** The FAA was "tough and fair," according to the head of a new air carrier, North American Airlines.

Several weeks ago, *Intercom* printed a report written by Duncan Pardue, Eastern Region Public Affairs, chronicling the birth of North American, which is headquartered at JFK Airport.

Before it received its certificate, an eight-member FAA team spent about 3,000 hours checking out the carrier's single Boeing 757 and its crews.

In a letter to *Intercom*, airline president Dan McKinnon said the "FAA did an outstanding job of being available 24 hours a day, seven days a week to help us get certificated.

"We appreciated it. They were tough and fair."

McKinnon is the former chairman of the now defunct Civil Aeronautics Board.

Headquarters  
**Intercom**

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Associate Editors

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### **Training Symposium.**

Focusing on the latest state-of-the-art technical training and advanced technology, the FAA will hold its annual training symposium in Oklahoma City, June 12-15.

Registration is still open, and FAAers are encouraged to attend.

Robert Baker, senior vice president of American Airlines, will be the keynote speaker.

Reflecting the importance of global aviation, the symposium will include speakers with an international perspective including a representative from Japan Air Lines.

Gordon Baxter of *Flying Magazine*, a well known aviation entertainer, will be the banquet speaker.

For more information, contact Frederica Dunn, Office of Training and Higher Education, AHT-30, FTS 366-7061.

**Tough Competition.** The FAA has a new program to find talented managers with the potential to succeed in FAA's senior executive ranks.

Called the Candidate Development Program, it was put together by the Senior Executive Resource Staff, AHR-20, for those whose next step in their career progression is an SES position.

The program's vacancy announcement runs through *Friday, June 8*.

The competition is extremely tough, and only about 25 will be accepted in the program this year.

Those who graduate will serve as the primary pool for selection into entry-level SES positions. They will be certified by the Office of Personnel Management for three years.

The program is expected to be re-advertised in 1991 and then opened up again every other year.

Those at the GS/GM 14 level who have been in grade at least a year and GS/GM 15s are eligible to apply.

The vacancy announcement and an information packet are available in room 522, or call Deborah Chambers, x73914, or Debbie Clough, x73918.

**Special Week.** President Bush has proclaimed the week of May 13-19 as National Transportation Week to honor the transportation industry and the more than 10 million Americans involved in keeping the nation's planes, trains, trucks and buses running year-round.

**Commuter Safety.** The FAA has issued a proposed regulation that would require all turboprop airplanes with 10 or more passenger seats to be equipped with ground proximity warning systems.

The proposal, which would primarily affect commuter aircraft, is the result of a study of accidents where fully qualified crews have flown into the ground with no apparent awareness of impending disaster.

A study conducted by the DOT's Transportation Systems Center following a recommendation by the National Transportation Safety Board showed that 18, or 66%, of the 27 accidents occurring between 1970 and 1988 involving altitude control and for which complete accident investigation records were available might have been prevented if the aircraft had been equipped with the warning system.

The FAA has required the warning devices on large jet airplanes since 1974 and on small jets since 1978.

Warning devices were not required on turboprop aircraft because it was believed at the time that they had a greater ability to respond quickly in situations where altitude control was inadvertently neglected.

The proposed rule would affect 695 airplanes.

**Rape Facts.** Because the crime of rape often is not reported, reliable statistics are hard to get.

According to the Justice Department, in more than half of reported rapes the rapist is a stranger to the victim.

However, in nonreported rapes the Department estimates that a majority of victims do know their attackers.

Although there are no separate statistics on rapes or assaults in the workplace, in many incidents, the rapist is someone the victim has seen in the building.



### A Close Look at the FAA

*Yu Han Kyu has been a busy man meeting and talking to scores of FAAers at Headquarters to learn about the agency's role in aviation and its responsibilities, functions and structure.*

*Yu, director general of South Korea's Seoul Regional Aviation Bureau, was in the nation's capital to find out how the FAA works.*

*Yu began his FAA visit, sponsored by the Office of International Aviation, on April 16 and finished up his comprehensive tour on May 4.*

*Yu will be in the United States for a year, including studies at the University of Illinois. When he returns home, Yu will be instrumental in setting up a Korean Aviation Administration patterned after the FAA.*

*Here, Yu talks to FAAers in the Flight Standards Service Air Transportation Division. Left to right: Jim Kenney, air carrier specialist; Yu Han Kyu; David Kress, manager of the Commuter/Air Taxi Branch; and Dave Potter, assistant manager of the Air Transportation Division.*

Here are some other myths and facts about rape from the General Services Administration.

→ **Fiction.** Most rape victims are young and pretty.

→ **Fact.** Rape victims are of all ages — as young as babies, as old as octogenarians. Rapists don't care.

→ **Fiction.** Rape happens only in the early hours of the morning.

→ **Fact.** Most rapes occur between 6 p.m. and midnight.

→ **Fiction.** Most rapes occur in a victim's home.

→ **Fact.** Only about one-fourth of rapes occur in a victim's home. Nearly 40% happen on the street or in parking lots, garages, parks and playgrounds.

→ **Fiction.** Women secretly want to be raped.

→ **Fact.** Rape is a violent crime that traumatizes — physically and mentally — and sometimes kills its victims. No one wants to be raped.

→ **Fiction.** There's nothing a woman can do about rape.

→ **Fact.** Women can do a lot by

learning when and where rape is most likely to happen and how to take precautions against becoming a victim.

**Sale Okayed.** The DOT has approved the sale by Eastern Airlines of its Latin and South American routes to American Airlines for \$349 million.

American, the nation's largest carrier, and financially strapped Eastern agreed to the deal in December.

The DOT approval clears the way for the completion of the sale. The transaction won government antitrust approval in March.

### Intercom Recycling: Staples Can Stay

There's been some confusion about recycling the *Intercom*.

Although *Intercom* had been asking you to remove staples from the newsletter before putting it in one of the recycling boxes, that's not necessary.

The General Services Administration says the staples can stay.

## Secretary *from page 1*

Washington on April 25, she was one of three FAAers who placed in the top 10 of the nationwide contest.

Before Jenkins signed on with the FAA in her first government job, she worked for a year at a firm under contract to the FAA.

The first place honor went to Marjorie Dunlap of the Federal Highway Administration.

The second place winner was Tracy McDonald of the St. Lawrence Seaway Development Corporation.

Two FAAers from the Southwest Region - Jean Hickerson, Texarkana, AR, Airway Facilities Sector Field Office, and Margaret Anderson, regional headquarters Aviation Medical Division - were finalists.

Nationwide, of the 164 DOT secretaries who entered the contest, fifty-eight were FAAers.

The winners were picked for essays that showed exceptional content and originality based on the theme, "Embracing a New Vision."

The DOT Federal Women's Program Intra-Departmental Council and the Office of Civil Rights sponsored the contest.

Here is Jenkins' winning entry.

*Embracing a new vision started  
December the Second, Nineteen Sixty Six,  
for me it was the first day of my life!*

*When I was One and just begun,  
Embracing a new vision was  
just for fun.*

*When I was Two and barely knew,  
Embracing a new vision could  
easily come true.*

*As time went by those tears I've cried  
have brought me all this way,  
Embracing a new vision and loving  
it each day.*

*All through school and all  
through play  
Embracing a new vision is with me  
all the way.*

*I learned to live, learned to love,  
learned to give thanks  
to the man up above.*

*This is true I always knew,  
through Summer, Spring, Winter  
and Fall -*

*I'm Embracing a new vision and  
giving it my all....*

## Future Opportunities *continued from page 1*

Headquarters featuring real-life experiences from former WEL graduates.

Headquarters women executives - Dorothy Berry, Joan Bauerlein, Ruth Leverenz and Ann Rosenwald - talked about job experiences important to their careers.

In addition to Duncan, the new WEL participants heard from WEL graduates Thelma Bagley, Carol Driscoll and Donna Warren.

The WEL program offers 30- and 60-day assignments to other FAA organizations, a chance to "shadow" agency executives and interviews with FAA's top management.

The goal of the program is to give talented FAAers a chance to develop the skills, knowledge, attitudes and experiences helpful for successfully competing for and performing supervisory and managerial jobs that open up in the future.

The program was started in 1984 by the Office of Personnel Management as a way to help women in grades 11 and 12 gain federal government career opportunities.

### 1990 Women's Executive Leadership Program Participants

*Carmen Calabro*  
employee development specialist  
FAA Technical Center  
Atlantic City

*Sherry Colman*  
computer systems analyst  
FAA Technical Center  
Atlantic City

*Marsha Fisher*  
computer systems analyst  
FAA Technical Center  
Atlantic City

*Gwen Gauthier-Godfrey*  
air traffic control specialist  
Automated Flight Service Station  
Princeton, MN

*Sheryl A. Klearman*  
air traffic control specialist  
Automated Flight Service Station  
Reno, NV

*Katherine A. Jones*  
electronics technician  
Airway Facilities  
Sector Field Office  
Memphis, TN



*Jennifer K. Nakazawa*  
electronics technician  
Airway Facilities  
Sector Field Office  
Lihue, HI

*Debra L. Plymate*  
air traffic control specialist  
Air Traffic Plans and  
Requirements Service  
Washington Headquarters

*Elizabeth Gail Reid*  
civil engineer  
Airway Facilities Division  
Western-Pacific Region

*Stephany Watson*  
contract specialist  
Logistics Service  
Washington Headquarters

## Top Notch Aviation Investigators

### Team Approach To Solving Aviation Problems Boosts Safety

When the FAA was deluged with complaints from general aviation pilots, the agency's System Safety and Efficiency Review (SSER) team went into action.

The group, which is only a year and a half old, has tackled everything from obstructions near San Diego airport and air traffic in Chicago and the Northeast corridor to a nationwide look at general aviation.

It uses an innovative approach to make recommendations to boost aviation safety.

Here's how the System Safety and Efficiency Review works.

#### **A Different Approach**

The review takes a different approach from many FAA studies. It is interdisciplinary and led by FAA team leaders, each of whom is a technical expert in an area of agency operations.

Team members are from industry, other government agencies and various FAA field, regional and Headquarters program offices.

The teams examine and analyze all activities directly affecting aviation safety in or near a facility, including FAA functions and the activities of airport operators, air carriers and general aviation, but the review doesn't always zero in on a specific location.

In mid-summer 1989, Administrator James Busey directed the Assistant Administrator for Aviation Safety to review general aviation compliance and enforcement to determine areas for improvement.

During the first phase, information on general aviation compliance and enforcement was gathered from several sources to identify initial areas of concern and to target additional sources of information.

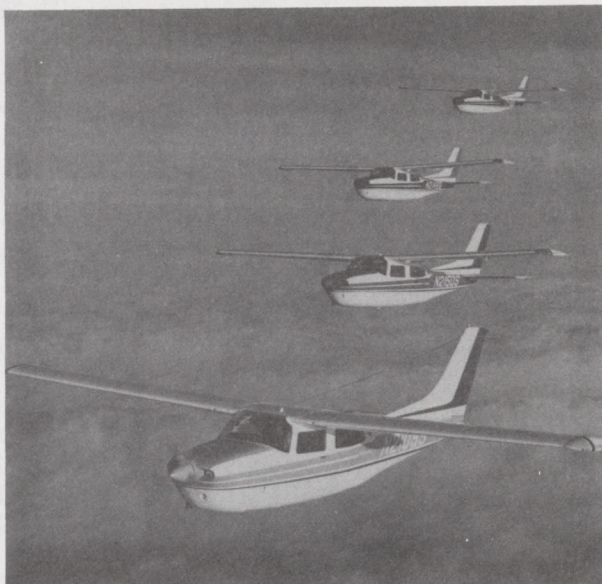
The team received twenty-one responses to an announcement in the *Federal Register*.

#### **Scores of Interviews**

One hundred fifty-one interviews to collect data were conducted throughout the country with personnel from Flight Standards, Air Traffic and the Assistant Chief Counsel, as well as from the Department of Labor's Deputy Assistant Secretary for Policy, the Occupational Safety and Health Administration and the U.S. Coast Guard.

Ten listening sessions, attended by almost 900 people, were also conducted nationwide to provide the aviation community opportunities to voice their concerns firsthand.

In the second phase of the review, the FAA and industry team members studied and analyzed the data



Checking into general aviation compliance and enforcement was a major task for FAA's System Safety and Efficiency Review team.

collected and identified nineteen issues.

From these, FAA members developed thirty-four recommendations and an agency action plan.

Based on review findings, Administrator Busey on March 5 announced numerous changes in the FAA's general aviation compliance procedures and new aviation safety education programs.

The thirty-four recommendations resulted in the development of a new compliance and enforcement policy for general aviation.

While the emphasis is still on total regulatory compliance, it gives inspectors greater discretion in applying corrective actions and relies on more rehabilitation through education and training.

#### **Reviewing the NOTAM System**

In March another review team was set up to analyze the notice to airman (NOTAM) system to determine if it is providing users with vital safety information in the most efficient way.

Teams are currently conducting interviews, site visits and office visits with FAA representatives and system users to determine review specifics.

An unusual feature of the NOTAM system review is that members of the international aviation community are included on the teams.

The NOTAM review and published findings are expected to be completed by late August.

## Feedback

**Right place.** It's against federal regulations to put flyers, notices and advertisements on the walls of elevator lobbies and at other unauthorized locations.

This reminder comes from FAA Headquarters Building Management Division, ALG-500.

All notices should be placed on the many bulletin boards in offices throughout the building.

If you want to place a notice on the bulletin boards in the vending machine rooms, contact Ed Neff, building manager, x77433.

## Flightplan

**TFCU annual meeting.** Transportation Federal Credit Union will hold their 51st annual meeting for all credit union members on *Wednesday, May 23*, at 12 noon in the FAA Headquarters building third-floor auditorium.

Come out and meet the 1990 board of directors. Members will have an opportunity to ask questions and voice concerns.

Also, those attending will receive free auto shades to protect cars from the heat.

Door prizes will be awarded to a lucky few.

**Air Traffic picnic.** The Second Annual Air Traffic Picnic will be held on *Friday, June 8*, at Fort Hunt Park.

The cost is \$10 for adults and children eight years old and over and \$5 for children seven years old and under.

Those planning to attend should contact Rose Gardiner, x79233, or their Employee Participation Group representative.

Volunteers, who are needed to make the event a success, are also asked to contact Rose.

**NBCFAE conference.** The Headquarters Chapter of the National Black Coalition of Federal Aviation Employees will host its first chapter conference on *Friday, June 22*, at the Ramada Renaissance Hotel-Tech World.

For further information, contact

## Celebrating Diversity

### 'Asian Pacific American Heritage Month' Events

FAA is observing "Asian Pacific American Heritage Month" in May with several Headquarters events.

This year's theme is "Asian Pacific Americans: Commitment, Contribution and New Direction."

The activities include:

→ **Ethnic exhibits.** On *Thursday, May 17*, from 11 a.m. to 1 p.m., the FAA Headquarters Asian Pacific American Heritage Committee and the Office of Civil Rights will sponsor activities in the lobby. There will be ethnic food, movies, exhibits of art and achievements, Chinese painting and a karate demonstration.

→ **Food tasting.** On *Wednesday, May 23*, at 11 a.m. the DOT Asian Pacific Organization will sponsor a food tasting and cultural exhibition in the DOT Plaza.

→ **Training conference.** From *Wednesday, May 30, through Friday, June 1*, the Third National Asian Pacific American Heritage Training Conference will be held at the Marriott Hotel, Bethesda. Contact Al Mendez, x73262, for more information.

Asian-Pacific Americans number over four million people who trace their ancestry to Asia or the Pacific islands. They contribute to the public service (including the FAA), the arts, literature, science, agriculture, industry and commerce and have fought in America's wars since the Spanish-American War of 1898.

Despite adversity, Asian-Pacific Americans have contributed significantly in the struggle for America's national goals and in the quest for freedom and opportunity.

They are a diverse and varied group of people who represent all of the economic and educational levels of their origin nations and who carry with them the vestiges of their own unique ancestry.

Marcia Adams, x73488, or Diane Speed, x73442.

**FAA caps.** Now you can buy an FAA cap and help those less fortunate at the same time.

Several FAAers are selling caps, golf shirts, gym bags, watches, sweats and shorts emblazoned with the FAA logo.

Proceeds go to the DC Special Olympics to be held later this year.

Contact Patty Cline, x73562, or Laurie Fisher, x73561.

**New NBCFAE rooms.** Locations of the monthly meetings of the Headquarters Chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) have been changed.

The chapter will hold its next monthly meeting on *Monday, June 4*, in FAA conference room 8ABC.

The monthly meetings for the rest of the year will be held on the following *Tuesdays*:

*July 10*: rooms 9ABC

*August 7*: rooms 8ABC

*September 11*: rooms 9ABC

*October 2*: rooms 5ABC

*November 6*: rooms 5ABC

*December 4*: rooms 5ABC

**1 up, 2 down.** Signs in Headquarters elevator lobbies remind FAAers to walk up one flight of stairs or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

**Wednesday deadline.** *Intercom* is published weekly.

The deadline for items is *no later than 11 a.m.* every Wednesday.

Brooks Goldman, Associate Administrator for Administration, right, presents FAA's first Quality Management Award to the Grand Forks Automated Flight Service Station team. Left to right: sector field office manager Anthony Kowalewski, AFSS controllers Donald Anderson, Stephen Hunter and Paul McGinn and air traffic manager Bob Fishman.



## Tops in Quality Management

### North Dakota Facility Wins First Annual Award

North Dakota's Grand Forks Automated Flight Service Station has won FAA's first annual Quality Management Award.

During an April 26 ceremony at the facility, employees received certificates and a special  
*turn to Grand Forks on page 4*

May 22, 1990



U.S. Department of Transportation  
**Federal Aviation Administration**

# Headquarters Intercom

## No More 'Vague Wish Lists'

### Aiming For New Minority Hiring and Recruiting Strategies



"Every time I look at our numbers on women and minority employment, I have one of those 'Maalox moments,'" Administrator James Busey told women controllers earlier this month.

Busey, who talks to scores of

**White males already are a minority in the nation's labor force although 'you wouldn't guess that walking around FAA Headquarters.'**

James Busey  
FAA Administrator

aviation groups nationwide, recently zeroed in on the agency's Equal Employment Opportunity programs.

During a speech to the Professional Women Controllers convention in Las Vegas on May 8, he quipped about his moments of indigestion but went on to say, "Really, it's no joking matter."

He cited statistics showing that FAA minority employment is 14% compared to 18.5% for the civilian labor force nationwide.

For women, it's 21%, about half the national average.

*turn to Busey on page 3*

## North to Alaska

### Ted Beckloff New Regional Administrator



Ted Beckloff

Ted R. Beckloff, Jr., a veteran air traffic control expert, has been named Alaskan Regional Administrator.

FAA Administrator James Busey said Beckloff's "vast management and air traffic experience" will be an asset to the Alaskan Region's unique flying conditions.

Beckloff began his career with the  
*turn to Beckloff on page 4*

**\$293 Million.** The FAA has approved \$293 million in allocations under the

## Highlights

Airport Improvement Program (AIP) during the 1990 fiscal year's second quarter.

The money goes for 289 planning and development projects in 47 states and territories.

*turn to Highlights on page 2*

## Highlights *from page 1*

Of the total, \$209.4 million went for 92 projects at primary airports, including multi-year projects.

The largest chunk, \$90 million, was approved earlier this year for initial construction at the new Denver International Airport.

Another \$44.4 million was allocated for 120 projects at general aviation airports and \$29.1 million was approved for 46 projects at reliever airports.

Smaller commercial service airports received allocations of \$8.5 million for 18 projects. Airports in this category generate at least 2,500 passenger departures a year.

Also approved were 13 airport system plan studies totaling \$1.7 million.

**'Great First Quarter.'** DOT Secretary Sam Skinner praised FAA and DOT workers during the recent Public Service Recognition Week for their "commitment to excellence."

In a memo to all employees, Skinner wrote, "As the President says, using a sports analogy, we have had a great first quarter.

"You have effectively carried out the Department's daily responsibilities, responded to crises like the *Exxon Valdez* oil spill disaster and the California earthquake, and also made it possible for us to develop a comprehensive long-range Statement of National Transportation Policy that can serve as a foundation for our actions in the future.

"As we work to carry out our policy, I want to be sure that you have the resources and support you need to effectively perform the Department's vital public service functions.

"That is a top priority for the second quarter, the implementation of the National Transportation Policy, and I am committed to making it happen."

**New Japanese Route.** The DOT has selected Continental Airlines to provide new combination service—passenger and cargo—on a Houston-Honolulu-Tokyo route.

Six U.S. carriers applied for the service, with four of them—Continental, America West, Aloha and Delta—

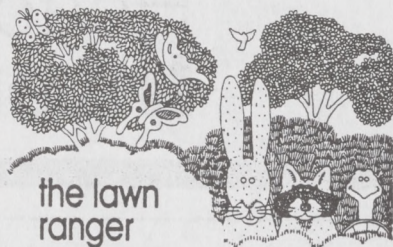
proposing service between Honolulu and Tokyo.

Hawaiian Airlines proposed service between Honolulu and Nagoya and American Airlines proposed service between San Jose and Tokyo.

In announcing its decision, the DOT said the Honolulu-Tokyo market provided greater public benefits than the other proposals.

The DOT selected Continental largely because it also proposed to include Houston on the route with single-plane service.

### Environmental Tip



the lawn  
ranger

In the summer, up to 50% of the water Americans use goes to outdoor needs such as watering lawns. To prevent excess evaporation, water early or late in the day. Or, better yet, replace grass with ground cover, shrubs, and trees to save water AND attract wildlife.

Graphic courtesy of the National Wildlife Federation

**Searching for the Best.** The search for the nation's best flight instructor and maintenance technician is underway.

All full and part-time civilian certi-

Headquarters

**Intercom**

May 22, 1990  
No. 90-20

Pat Cariseo  
Pat Tomasetti  
Associate Editors

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Washington, DC 20591  
(202) 267-8521

fied flight instructors are eligible for an award designed to recognize outstanding contributions to aviation safety.

General aviation maintenance technicians who are employed full-time are eligible for the highest honor in their profession.

The program is sponsored jointly by the FAA, AOPA Air Safety Foundation, the National Business Aircraft Association and the General Aviation Manufacturers Association.

Award nominations are available at FAA Flight Standards District Offices and certain Experimental Aircraft Association and Ninety-Nines chapters.

Completed forms must be returned to Flight Standards District Offices by July 16.

Regional winners will be selected by a panel representing general aviation.

They will compete for the national honor to be announced in September.

**Wednesday Deadline.** *Intercom* is published weekly.

The deadline for items is *no later than 11 a.m.* every Wednesday.

**Report Fraud.** In its campaign against waste, the DOT Inspector General is urging FAAers and all DOT employees to report fraud, waste, theft and abuse to its hotline.

An incentive program allows monetary awards of up to \$10,000 to employees whose information results in significant cost savings.

Employees may remain anonymous, and the information given is kept confidential.

To reach the Inspector General's Hotline, call the following numbers:

Toll Free: 1-800-424-9071  
Washington, DC  
(202) 366-1461

Information can also be sent to:

Office of Inspector General  
U.S. Department of Transportation  
PO Box 23178  
Washington, DC 20026-0178

**Upcoming Events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

The deadline is *no later than 11 a.m.* every Wednesday.

## Busey Urges Aggressive Recruitment Programs *from page 1*

"We have made virtually no progress over the past five years. Something has got to give," Busey said.

And during a recent speech in Miami to the South Florida Equal Employment Opportunity Council, Busey said the agency "can no longer afford to operate from vague wish lists, or just from good intentions, however sincere these may be.

"In equal employment opportunity, as in every other phase of FAA's operations, we need to set specific goals to aim for and see how we measure up at the end of the year," Busey said.

That's the task of the Executive Committee for Equal Employment Opportunity which was set up in December of 1989.

### *Tangible Results*

Busey said one of its jobs is to make sure the FAA achieves "tangible, measurable results."

This committee which reviews proposals for conducting recruitment programs is "not looking for more of the same," Busey said.

"The same hasn't worked so we are looking for new approaches to recruitment and hiring."

Here are more of Busey's comments on equal opportunity from speeches to the controllers convention and the South Florida Equal Employment Opportunity Council.

→ "Sometimes I think we miss the boat when we discuss equal employment opportunity.

"We frame the discussion only in terms of fairness, of justice denied, as an unfinished task on the long road to realizing the American dream for all Americans.

"It is definitely all of these, but it's more than these. It also is a matter of enlightened self-interest for FAA to promote quality recruitment and training of women and minorities. And I think more supervisors and managers ought to understand that."

→ By the year 2000, women and

***'Child care is not a woman's issue. It affects both men and women. FAA's task is to create a workplace that accommodates the worker - male or female.'***

James Busey  
FAA Administrator

minorities will constitute a larger percentage of the workforce.

"This does not mean we can afford to sit passively by and wait for the trend to unfold and for the numbers to take care of themselves. Our task - and challenge - is to take an active role in shaping the FAA workforce of the future."

→ The FAA of the year 2000 will require a more highly technical, better trained workforce than it has today.

"These technically proficient employees won't just show up one day to take over when today's older employees are ready to retire."

### *Stiff Competition*

→ The competition for quality employees will be stiff. "Let's face it, private employers, in many cases, have a leg up in this competition because they can offer higher entry level salaries and other attractive benefits that we cannot.

"So, we need to get heavily involved now in aggressive recruitment programs.

"We need to hire quality people, provide them quality training and manage them in such a way that they will find it professionally and personally satisfying to work for the FAA.

→ "Hiring women and minorities used to be a case of 'do the right thing.'

"You did it to show your heart was in the right place or to avoid a lawsuit or a little of both.

"But that's changing fast. Increasingly, it's becoming a matter of doing the necessary thing - necessary for organizational growth and, maybe, even survival."

→ Futuristic scenarios envision a severe labor crunch in the 1990s and beyond with skilled labor being in short supply.

The reasons are a continually expanding economy and the coming of age of the so-called "Baby Bust" generation - fewer young people entering the labor force.

→ White males already are a minority in the nation's labor force although "you wouldn't guess that walking around FAA Headquarters."

→ A 1987 study predicts that 85% of new workers entering the labor force at the turn of the century will be women and minority men.

### *Aggressive Hiring*

"What that means to organizations like FAA is that we simply cannot afford to ignore these segments of the population.

"We need to get much more aggressive in our hiring and personnel selection.

"We also need to do a much better job of training our employees and, just as important, keeping them on board once we have them. That means paying special attention to such issues as child care and part-time employment.

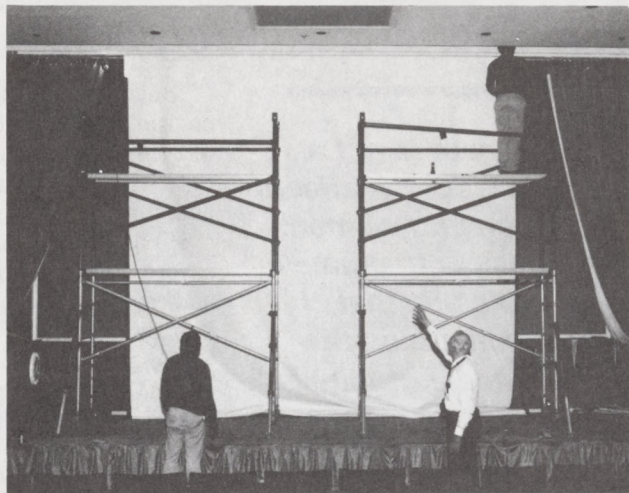
→ "Child care is not a woman's issue. It affects both men and women. FAA's task is to create a workplace that accommodates the worker - male or female."

DOT Secretary Sam Skinner has put it this way: "Providing quality care for our children is one of the most important contributions we can make to our nation's future."

"I fully agree, and I want you to know of my personal interest in and support for this program," Busey said.

## The Big Picture

When the blue curtains open in the Headquarters auditorium they reveal a brand new - and big - screen. The custom-made matte screen recently replaced the original one which was more than 26 years old. It's ideal for video projection. Making sure workmen position it just right is FAA's George Mathieu.



## Grand Forks AFSS Wins Award *from page 1*

plaque to commemorate the honor.

They were lauded for emphasizing professionalism and pride in the FAA workforce.

In a congratulatory letter, FAA Administrator James Busey said a 28% boost in total flight services and the number of staff suggestions to improve operational productivity were "impressive."

"Customer satisfaction is a primary consideration in modern-day management," Busey said.

"Your efforts to ensure a 'user-oriented' concept are certainly noteworthy. While management commitment is essential to increasing productivity, you have certainly proven that employee involvement does pay off."

The award, sponsored by the Office of Management Systems, recognizes an FAA organization for high levels of quality management accomplishments.

This year there were 11 nominations judged on six major factors: improved productivity, improved quality of services, productivity measurements, management commitment, employee involvement and goals/objectives.

Here's why the Grand Forks AFSS won.

→ While staffing only increased by one full performance level air traffic controller during the 1989 fiscal year, total flight services jumped by 28%.

→ Total flight services per specialist averaged 18,040, exceeding regional and national averages.

→ The Grand Forks AFSS had the lowest "call waiting" time in the nation. The number of lost calls was reduced by 16% and average specialist in-use time decreased by 7%.

→ The facility's management participated in weekly telephone conferences with other flight service stations in the state, monthly supervisor and team meetings and quarterly facility personnel meetings.

The quarterly forums give employees a chance to make suggestions, which often result in designing and implementing their own projects. Employees also give feedback to all levels of management.

→ The Grand Forks AFSS keeps the aviation public informed through articles in several aviation publications

→ The facility surveys its users by telephone and during user group meetings and participates in safety seminars and aviation education conferences.

Also attending the ceremony, but not pictured in the photo on page 1 were: Director of Management Systems Mike Sherwin, new Great Lakes Regional Administrator Ed Phillips, Air Traffic Division manager Teddy Burcham and Director of North Dakota Aeronautics Commission Gary Ness.

## Beckloff *from page 1*

FAA in 1960 as an air traffic controller in Wichita, KS.

He held instructor and supervisory positions at the FAA Academy in Oklahoma and various air traffic management positions in numerous locations throughout the country.

Since September 1987, Beckloff had been director of the Air Traffic Plans and Requirements Service at Washington Headquarters.

Prior to that he was the manager of the Central Region's Air Traffic Division, Kansas City.

Beckloff, 52, is an instrument rated commercial pilot and a member of the Aircraft Owners and Pilots Association.

He is a graduate of the FAA's Executive Development Program, completing assignments in Flight Standards and Aircraft Certification.

He served four years with the U.S. Navy and was an air traffic controller for the Beechcraft Corporation prior to his FAA career.

Beckloff replaces Frank Cunningham who retires in June after 37 years of federal service.

## Soviets Visit Center

Twenty Soviet Aviation Industry Ministry senior executives visited the Aeronautical Center on May 9 for a day of management panel discussions on leadership in the corporate environment.

The Soviets are attending executive training at Oklahoma City University.

At the request of the university, Aero Center Deputy Director Dave Carmichael and about 23 center managers briefed the Soviets on a wide range of topics from coping with executive stress to effective delegation of duties.

An earlier group of Soviet managers visited the Aero Center in November and said they were impressed with their FAA experience.

The current group plans to make a second "technical" visit in June to study the FAA Academy's international program and tour center facilities.

### Flightplan

**Training conference.** From *Wednesday, May 30, through Friday, June 1*, the Third National Asian Pacific American Heritage Training Conference will be held at the Marriott Hotel, Bethesda.

It's part of FAA's observance of Asian Pacific American Heritage Month.

This year's theme is "Asian Pacific Americans: Commitment, Contribution and New Direction."

Contact Al Mendez, x73262, for more information.

**Shuttle reservations.** Call Warren Morris, ASD-10, x79908, to make reservations on the FAA shuttle between National Airport's Hangar 6 and the FAA Technical Center in Atlantic City.

**Air Traffic picnic.** The Second Annual Air Traffic Picnic will be held on *Friday, June 8*, at Fort Hunt Park.

The cost is \$10 for adults and children eight years old and over and \$5 for children seven years old and under.

Those planning to attend should contact Rose Gardiner, x79233, or their Employee Participation Group representative. Volunteers are needed to make the event a success. They are also asked to contact Rose.

**Training symposium.** Focusing on the latest state-of-the-art technical training and advanced technology, the FAA will hold its annual training symposium in Oklahoma City, *June 12-15*.

Registration is still open, and FAAers are encouraged to attend.

Robert Baker, senior vice president of American Airlines, will be the keynote speaker.

Reflecting the importance of global aviation, the symposium will include speakers with an international perspective including a representative from Japan Air Lines.

Gordon Baxter of *Flying Magazine*, a well known aviation entertainer, will be the banquet speaker.

For more information, contact Frederica Dunn, Office of Training and Higher Education, AHT-30, x67061.

**Three weeks, please.** Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring the item to room 908, or call x78521.

**Thrift savings.** The Thrift Savings Plan open season runs through *Tuesday, July 31*.

Federal Employees Retirement System (FERS) or Civil Service Retirement System (CSRS) employees with continuous service who were hired before July 1, 1989, are already eligible to participate during this open season.

Rehired FERS or CSRS employees who were eligible to participate in the plan before separation also are eligible.

The TSP-1 (Thrift Savings Plan election form) is available in AHR-140, room 514, and a pamphlet containing updated TSP information will be sent to all employees.

All elections received prior to July 1 will be effective on July 1. Elections received after July 1 will be effective on the first full pay period after receipt in AHR-140.

If you do not return the TSP-1 by July 31, you will have to wait until the next open season.

Any questions? Call Ida Mack or Barbara Claytor, x78916.

**NBCFAE conference.** The Headquarters Chapter of the National Black Coalition of Federal Aviation Employees will host its first chapter conference on *Friday, June 22*, at the Ramada Renaissance Hotel-Tech World.

For further information, contact Marcia Adams, x73488, or Diane Speed, x73442.

**FAA caps.** Now you can buy an FAA cap and help those less fortunate at the same time.

Several FAAers are selling caps, golf shirts, gym bags, watches, sweats and shorts emblazoned with the FAA logo.

Proceeds go to the DC Special Olympics to be held later this year.

Contact Patty Cline, x73562, or Laurie Fisher, x73561.

**NBCFAE meeting.** Locations of the monthly meetings of the Headquarters Chapter of the National Black Coal-

ition of Federal Aviation Employees (NBCFAE) have been changed.

The chapter will hold its next monthly meeting on *Monday, June 4*, in conference room 8ABC.

**Flight inspection seminar.** FAA's Aviation Standards National Field Office will host the Sixth International Flight Inspection Symposium and Exposition from *Monday, June 25, to Friday, June 29*, at the Hyatt Regency Hotel in Crystal City, VA.

The symposium is an international forum for government representatives responsible for inspecting, certifying and testing the accuracy and safety of air navigation facilities (navaids).

Industry representatives supporting flight inspection activities will also participate and display their products.

A static display of flight inspection aircraft is planned for *Wednesday afternoon, June 27*, at Dulles International Airport.

For a registration packet and further information, contact the conference coordinator, Elizabeth Rudd, (202) 898-1410.

**Government workplace.** There's an easy way to keep abreast of what's new in running the government and at the same time find answers to 90's workplace questions.

It's this year's Government Workplace, an educational conference and display of General Services Administration products and services.

The place: Washington Convention Center on *Wednesday, May 30*, and *Thursday, May 31*.

Admission to all of the 96 conference sessions, discussion groups and displays is free to FAAers and government employees.

**Recycle it.** There's been some confusion about recycling the *Intercom*.

Although *Intercom* had been asking you to remove staples from the newsletter before putting it in one of the recycling boxes, that's not necessary.

The General Services Administration says the staples can stay.

**Extra copies.** If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

## Healthbeat

**Beware of the sun.** It's a good idea to use a sunscreen to protect yourself from both ultraviolet-A and ultraviolet-B rays.

But some sunscreens just won't do.

They usually only offer protection against ultraviolet-B radiation. Ultraviolet-A is also a problem for your skin.

To get protection from both, the sunscreen should contain methyl anthranilate and benzophenone.

Read the product's label to make sure you get the maximum protection.

**Blood pressure checks.** The FAA clinic, room 327, offers blood pressure screening through the end of May on *Wednesdays and Fridays* from 9 a.m. to 11:30 a.m.

**Food survey.** Curious about your eating habits? Here's a chance to learn more about your diet.

The George Washington University Lipid Research Clinic (LRC) is recruiting 120 volunteers from the FAA for a study on how to gather information about eating habits.

The LRC has developed a questionnaire to find out what a variety of individuals are eating on their usual diets.

This study will determine if a simple form can tell as much about an individual's diet as a form that takes more time to complete.

What's involved? First, a 30-minute group session with a nutritionist to learn how to keep a daily record of what you eat.

Then, several weeks later, a 30-minute individual appointment in the FAA health clinic with a nutritionist to review your four-day food record and to give you some insight into your eating habits.

So, one hour of your time helps researchers and helps you, too.

There's no charge.

Stop by the clinic, room 327, for more information.



## Savings Bond Drive Kicks Off

FAA's 1990 U.S. Savings Bond Campaign kicked off on May 17 with the theme: "A Future for the Children."

In keeping with the slogan, the drive's coordinators promise numerous events to "liven up" the building with many "talented young people displaying their skills."

The campaign's goal is to make employees aware of the investment opportunities available through savings bonds.

During the next few weeks, savings bond key workers will contact every Headquarters FAAer with information on bonds and the payroll savings plan.

If you have questions about the drive, contact your office coordinator or key worker (their names will be posted in individual offices) or Talisa Bailey, x79377.

*Competitive Rates  
Tax deferral  
+ Easy to Save  
U.S. Savings Bonds  
(= financial security)*

**Stressed out?** Help yourself feel better by contacting FAA's Employee Assistance Program (EAP).

It's easy. Just call Jerry Meade, FAA's EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room 327, and asking for the EAP counselor.

Services are confidential and are also available to immediate family members of FAAers.

## Feedback

**Watch those flyers!** It's against federal regulations to put flyers, notices and advertisements on the walls of elevator lobbies and other unauthorized locations.

This reminder comes from FAA Headquarters Building Management Division, ALG-500.

All notices should be placed on the many bulletin boards in offices throughout the building.

If you want to tack a notice on the

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**1 up, 2 down.** Signs in Headquarters elevator lobbies remind FAAers to walk up one flight of stairs or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.



## The Right Stuff for Good Managers

### An Open Mind, Lots of Patience and Skill

Who's a good manager?

FAA Administrator James Busey has some ideas.

Here's his definition: "A good manager is one who knows his or her employees' strengths, puts them in the

right jobs, gets them to 'buy into' the organizational goals, allows them the freedom to achieve these goals, and gives them full credit when they do."

Busey, who recently spoke to several groups about his management style, emphasizes that this approach works at all levels – for a team supervisor, facility manager, service director or FAA Administrator.

"It works in the private sector, too,"

turn to **Management Style** on page 4

*'... management style  
really is shaped by  
trial and error ...*

*from hands-on experience  
and by working for all  
kinds of managers,  
both good and bad.'*

James Busey  
FAA Administrator

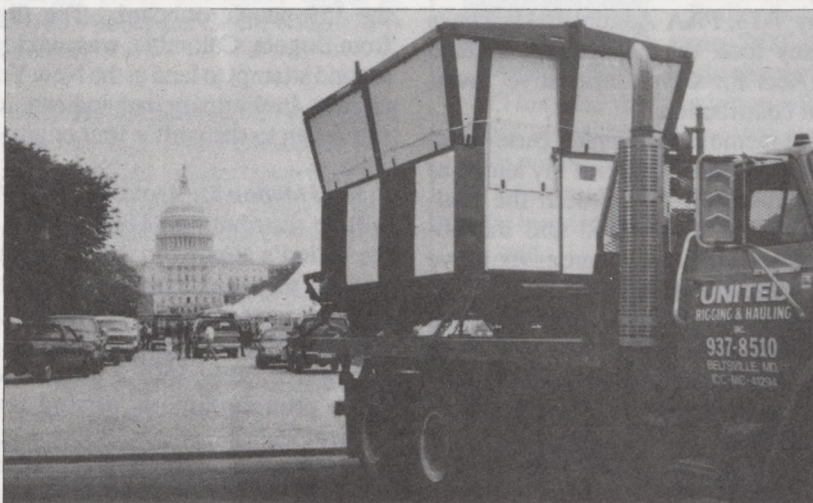
May 29, 1990



U.S. Department  
of Transportation

Federal Aviation  
Administration

# Headquarters Intercom



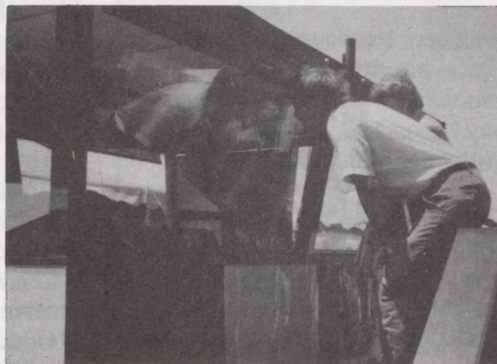
## Capital Tower

An air traffic control tower within sight of the U.S. Capitol Building? It's restricted airspace, but still everyone from government officials to tourists got a chance to take a close look at an FAA temporary tower cab.

The cab is one of six used nationwide to replace towers knocked out by natural disasters or to monitor special aviation events. Here, a truck

moves the cab into place on the Mall. Below, several tourists peek into the cab, which can accommodate four controllers. The tower cab was on display to commemorate Public Service Recognition Week in mid-May.

Photos by George Mathieu



## Controllers Relay Pope's Greetings

### Alitalia Pilot Radios Message for President

Controllers were having a routinely busy day at the Cleveland Air Route Traffic Control Center on Sunday morning, May 6, when they literally received a religious sermon from on high.

That's when the pilot of an Alitalia 747 radioed the center with a message from one of the plane's passengers.

The passenger, Pope John Paul II,

turn to **Greetings** on page 2

**Cool Idea.** Buying Savings Bonds turned out to be a "chilling" experience

## Highlights

for one FAAer. Details in "Feedback" on page 6.

**Executive School Update.** Paul S. Meyer was recently selected as manager of FAA's Executive School, a position held for the last several years by Eleanor Quigley.

turn to **Highlights** on page 2

## Human Factors Focus of June 12-13 Conference

FAA's Office of Aviation Medicine is sponsoring a conference on Human Factors in Aircraft Maintenance and Inspection on *Tuesday and Wednesday, June 12-13*, in an Atlantic City hotel.

The conference, the third in a series, will focus on training issues including the design and application of intelligent tutoring systems, computer-based instruction and other innovative techniques for aircraft maintenance specialists.

To register, call Diane Christensen, Biotechnology, (703) 534-8200, or FAA's Jean Watson, FTS 724-0392.

## Greetings *from page 1*

was sending a greeting to President Bush and asked the center to relay it to the White House.

Controllers wrote down the greeting and used a secure communications link to call it in to the White House. They later faxed a written version to the President.

The Pope had just entered U.S. airspace and was on a flight from Toronto to Mexico City.

Here's what the Pope said:

*"I am happy to send greetings to you and all fellow citizens.*

*"I pray that your nation, in the tradition of liberty and justice on which it was founded, will continue to be a hospitable land in which many people, including those of Mexican origin, have the opportunity of starting a new life.*

*"With cordial good wishes, I beseech almighty God to bestow upon you and all Americans his abundant blessings."*

## Highlights *from page 1*

Meyer comes to the agency from the Department of the Navy where he was the director of the Naval Aviation Executive Institute.

The Institute trains and develops

executives for the Naval Air Systems Command, an organization with some 48,000 employees.

FAA's Executive School, which is held periodically at a Virginia Beach conference center, is for Senior Executive Service and senior-level managers and targets those who supervise the largest number of people. Three courses - Executive School Phase I, Phase II and Update - are offered.

The school focuses on personal accountability and responsibility, clarity in communications, health and well-being and counseling skills. Dr. Gregory May has been the principal instructor.

Organizational issues are addressed by FAA executives. The school follows the principle that if you expect to manage others, you must first manage yourself.

**'Superlative Contributions.'** During Public Service Recognition Week, May 7-13, FAA Administrator James Busey took the opportunity to laud FAAers for their "superlative" aviation contributions.

In a memo to employees, Busey said, "Over the past months of my tenure as Administrator, I have seen the challenges you have faced and the obstacles you have overcome as you strive to maintain and improve the safety, security, and efficiency of the National Airspace System.

"No one is more aware than I of the contributions you have made and of your talent, your dedication, and your perseverance in this vital effort.

Headquarters  
**Intercom**

May 29, 1990  
No. 90-21

Pat Cariseo  
Pat Tomasetti  
Associate Editors

Published weekly by  
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(202) 267-8521

"Because of you, the FAA continues to lead and set standards for virtually every aspect of aviation, not only in the United States but in the world.

"You have much to be proud of, and I salute each and every one of you.

"It is an honor and a pleasure to be working with you, as together we help American aviation meet the challenges of the 1990s and prepare for the new century."

**Avianca Hearing.** The National Transportation Safety Board will hold a public hearing on June 20-21 into the fatal crash of Avianca Airlines flight 52 in Cove Neck, NY.

The hearing will begin at 9 a.m. at the Royce Carlin Hotel, 598 Broad Hollow Road, Melville, NY.

The accident occurred on January 25 when an Avianca 707 crashed in a wooded area while on approach to Kennedy International Airport.

There were 73 fatalities from among the 159 people onboard. The flight from Bogota, Colombia, was making a second attempt to land at the New York airport. Preliminary data indicate fuel starvation to the craft's four engines.

**\$814 Million for Airports.** The FAA will be distributing \$814.3 million to the nation's airports in the 1990 fiscal year for airport planning and development projects and noise compatibility planning and programs.

Approximately \$605.2 million will go to primary airports serving large carriers.

Another \$157.4 million is being sent to the 50 states, the District of Columbia and Puerto Rico for general aviation airports, and \$1.6 million goes to airports in the Virgin Islands, Guam, American Samoa, the Northern Mariana Islands and the Pacific Trust Territory.

An additional \$10.3 million is being apportioned to certain airports in Alaska.

The sponsors of cargo airports will receive about \$39.8 million.

Under the program, funds are given to primary airports based on passenger enplanements, to cargo airports in proportion to the landed weight of cargo

aircraft at each airport, to states according to population and area and to insular areas.

Funding comes from the Airport and Airway Trust Fund, which is financed by aviation user fees.

**Chicago Center Reunion.** The Chicago Air Route Traffic Control Center will hold a reunion for current and past employees on *Saturday, August 11.*

It is scheduled for Kenny Field, Big Rock, IL, from 10 a.m. to 6 p.m.

If you plan to attend, contact Junior Bartels by July 15 at the following address: 321 Sharon Lane, North Aurora, IL 60542.

Bartels can be reached at (708) 859-1651 after 3:30 p.m. or (708) 897-2061, x351, from 7 a.m. to 3 p.m.

Cost of food is \$15 per person.

For out-of-town FAAers, reservations can be made at the following hotels: Best Western, (708) 851-2000; Saratoga, (708) 896-0801; Regal 8, (708) 851-3600; and Comfort Inn, (708) 820-3400.

**Blorka Island Reunion.** FAA, Coast Guard and U.S. Army personnel who lived on or had connections with Bioroka Island, AK, near Sitka, have a chance to revisit their former workplace this summer.

A reunion is being planned from *Friday, August 10, through Sunday, August 12,* in Sitka.

For more information, contact Roy or Doris Bailey, PO Box 953, Sitka, AK 99835, (907) 747-5794.

The Coast Guard station and an FAA contingent vacated the Alaskan island in 1980.

**Depressed?** Help yourself feel better by contacting Headquarters' Employee Assistance Program (EAP).

It's easy. Just call Jerry Meade, FAA's EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room 327, and asking for the EAP counselor. Services are confidential.

## Eradicating Airline Terrorism

### FAA Reviewing Presidential Commission Report

The FAA has begun a comprehensive review of a Presidential panel's report that recommends 60 changes aimed at improving aviation security.

The report by the Presidential Commission on Aviation Security and Terrorism was sparked by the December 1988 terrorist bombing of Pan American flight 103 over Lockerbie, Scotland.

The report is critical of Pan Am and the FAA.

It also recommends a "more vigorous" policy of pursuing and punishing terrorists and making governments that sponsor terrorism "pay a price for their actions."

In issuing the report, Commission Chairman Ann McLaughlin said the policies should include "planning and training for preemptive or retaliatory strikes against terrorist hideouts in nations that harbor them.

"Where these direct actions are inappropriate or undesirable, covert operations should be conducted to prevent, disrupt or respond to terrorist acts," she said.

FAA Administrator James Busey, who held a news conference on May 15 shortly after the report was made public, said he ordered an immediate review and analysis of the commission's recommended actions.

Earlier that day, he said, a working group of FAA and senior DOT officials met with the commission's staff to begin the review.



Administrator Busey

"This joint working group will report to me, and I intend to implement those recommendations that meet the FAA's one essential criteria -- to help eradicate airline terrorism," Busey said.

"More remains to be done if we are to counter every tactic that may be used by an international terrorist intent upon causing wanton destruction," he said.

The FAA chief called the report "detailed and thoughtful" and "a welcome contribution to our efforts of the last year to enhance aviation security and to attack the global threat of terrorism in our skies."

Busey also emphasized steps the FAA has taken in the past year to tighten aviation security.

These actions included:

→ Adopting more stringent security requirements including enhanced screening of electronic devices and improved dissemination of threat information.

→ Installing several explosives detection systems.

→ Increasing the number of security specialists assigned to international locations, the International Civil Aviation Organization, the State Department and the Central Intelligence Agency.

→ Developing stricter training and testing standards for airline security personnel.

→ Requesting \$26 million to fund FAA's Aviation Security Research and Development Program for the 1991 fiscal year -- a 100% increase in funding over this year's.

→ Beginning construction later this year on an explosives detection laboratory to support FAA's research and development work and to evaluate promising technology for the detection of explosives and other weapons.

## FAA Chief's 'Hands-on Management Style' *continued from page 1*

Busey said. "Some American companies have gone from big losers to big winners because of a new strategy of employee involvement and commitment."

The FAA chief describes himself as a "hands-on people manager who believes strongly that team building is the most effective means of achieving both organizational and individual employee goals.

"It's a pretty basic concept, really, which may explain why it's so frequently ignored by managers looking for short cuts."

During his Navy career, Busey earned a B.S. and an M.S. in management at the Naval Postgraduate School, Monterey, CA.

"I learned a lot there," Busey said. "Certainly, we can all profit from a good formal education."

But, he adds, "I also think you'll discover -- as I did -- that your management style really is shaped by the trial and error that comes from hands-on experience and by working for all kinds of managers, both good and bad.

"I've watched both kinds in my career. They have taught me a lot. For one thing, I learned the value of an

open mind."

Here's more of what Busey says about his management philosophy.

→ Too many managers would rather have someone else define their philosophy or style for them.

That's why there are always one or two management books on the best-seller list.

It also explains why some managers seem to go with the flow, always adapting to the latest fad. They're "one-minute managers" one week and something else the next. It can be tough on the people who work for them.

→ When joining an organization, managers should have the philosophical attitude that lets them accept the structure as they find it.

Don't pre-judge the organization or the people. The idea is to work from within the organization, slowly, with a great deal of patience.

→ Managers should accept people as they find them, too. Take the time to get to know them, to get to know their gifts and skills.

→ Don't move employees to new jobs or assignments without really understanding what they can do well. Then move them, if that is what's

needed to utilize their skills better, to make them and the organization more productive.

→ The real challenge of leadership is to get people to "buy into" an idea, to think of it as *their* idea, because then they'll almost always accomplish the objective.

→ Workers won't "buy into" ideas if managers dogmatically insist that *their* view must be adopted blindly, without thought or discussion.

Lead people by a process of reasoning to the point where they adopt the idea as their own, where they accept it with enthusiasm.

When that happens, there's almost nothing that can keep them from reaching the goal. When they do reach it, managers should make sure to give *them* the credit for doing it.

→ Only a good manager can do all of this well. It takes patience, skill and a willingness to let other people get the credit.

→ Once a manager sets the goal and workers have taken ownership of the idea, then managers must give them the authority and the responsibility to do the job.

Managers must get out of the way and let them do it.

Don't tell them *how* to do it. Tell them *what* to do, and then let *them* do it.

→ There are no secrets. It's all just common sense.

"It's worked for me in my career," Busey said.

→ Recruiting, hiring and training the workforce of the future is only halfway there. Managing employees well once they are onboard is just as critical.

The FAA is getting a different type of person than it did 20 to 25 years ago, and the agency has to adapt its management style accordingly.

→ All this is not just an effort to make FAA a nice, fair place to work. It is all tied to keeping the U.S. aviation system number one in the world.

**Upcoming Events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

### **Government, Industry Experts Featured at Technical Training Symposium in Oklahoma City on June 12-15**

Registration is still open for an FAA symposium on training technology at the Myriad Convention Center in downtown Oklahoma City on *June 12-15*. The symposium's theme: "Training Technology: Present and Future."

Sponsored by the FAA Academy and the Office of Higher Education and Training, the symposium, in which experts from government, educational institutions and the aviation industry will participate, aims to find strategies to change FAA technical training to meet future needs.

Also discussed and reviewed will be the latest technologies in instructional systems, design, techniques and delivery.

FAAers, who are encouraged to attend, should coordinate requests with their supervisors and register after they have received approval.

To register or for more information, Headquarters FAAers are asked to contact Frederica Dunn, Office of Training and Higher Education, AHT-30, 366-7061.

All other agency employees should contact Susan McCarthy, FTS 747-5872, or William Barron or Dee Ann Tasley, FTS 747-6940.

## Flightplan

**American air power.** The National Air and Space Museum will host a special program on strategic bombing during World War II.

It will feature a video documentary and remarks by General Curtis E. LeMay on *Thursday, June 7*, at 7:30 p.m. in the museum's Langley Theater.

LeMay commanded the U.S. 20th Air Force during the B-29 bombing raids against Japan and was later commander of the U.S. Air Force Strategic Air Command.

He will introduce a documentary, "From Pearl Harbor to Tokyo Bay," and answer questions about the evolution of American air power.

**Air Traffic fun.** The second annual Air Traffic picnic will be held on *Friday, June 8*, at Fort Hunt Park.

The cost is \$10 for adults and children eight years old and over and \$5 for children seven years old and under.

Those planning to attend should contact Rose Gardiner, x79233, or their Employee Participation Group representative.

Volunteers, who are needed to make the event a success, are also asked to contact Rose.

**Money alert.** The Thrift Savings Plan open season runs through *Tuesday, July 31*.

The TSP-1, Thrift Savings Plan election form, is available in AHR-140, room 514. A pamphlet containing updated TSP information has been sent to all employees.

All elections received prior to July 1 will be effective on July 1. Elections received after July 1 will be effective on the first full pay period after receipt in AHR-140.

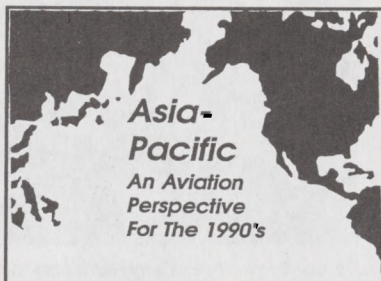
If the election form is not returned by July 31, employees will have to wait until the next open season.

Ida Mack or Barbara Claytor, x78916, can answer questions on the Thrift Savings Plan.

**Black Coalition conference.** The Headquarters Chapter of the National Black Coalition of Federal Aviation Employees will host its first chapter

## Exploring Aviation Opportunities

Asia-Pacific Conference in Los Angeles June 25-26



FAA's Office of International Aviation and the Western-Pacific Region have teamed up with two California trade groups to sponsor a conference entitled "Asia-Pacific - An Aviation Perspective for the 1990s."

The meeting will be held in Los Angeles on *Monday and Tuesday, June 25-26*.

The trade group sponsors are the California State World Trade Commission and the Foreign Trade Association of Southern California.

The conference will focus on technical aviation developments affecting air travel to and from the Pacific Rim and associated market opportunities for U.S. producers.

In planning the conference's agenda, FAA consulted with a broad spectrum of aviation experts from U.S. government and industry.

Conference topics will span the issues affecting aviation in the Asia-Pacific region.

Aviation experts will address changes in air traffic control technology and systems management, airport congestion, export financing, high-speed aircraft development and factors affecting the competitiveness of U.S. aviation manufacturers.

For more details on the conference, contact Gene Kingsbury, AIA-220, (202) 267-8165, or Barry Brayer, manager of the Western-Pacific Region's International Staff, (213) 297-1231.

conference on *Friday, June 22*, at the Ramada Renaissance Hotel-Tech World.

For further information, contact Marcia Adams, x73488, or Dianne Speed, x73442.

**FAA caps.** Now you can buy an FAA cap and help those less fortunate at the same time.

Several FAAers are selling caps, golf shirts, gym bags, watches, sweats and shorts emblazoned with the FAA logo.

Proceeds go to the DC Special Olympics to be held later this year.

Contact Patty Cline, x73562, or Laurie Fisher, x73561.

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Industry representatives supporting flight inspection activities will also participate and display their products.

A static display of flight inspection aircraft is planned for *Wednesday afternoon, June 27*, at Dulles International Airport.

For a registration packet and further information, contact the conference coordinator, Elizabeth Rudd, (202) 898-1410.

**Shuttle reservations.** Call Warren Morris, ASD-10, to make reservations on the FAA shuttle between National Airport's Hangar 6 and the FAA Technical Center in Atlantic City.

## Feedback

**Child care survey.** Headquarters FAAers are urged to fill out and return the recent survey on child care needs.

Results of the questionnaire, distributed to all employees, will help determine the adequacy of the current DOT Child Care Center and future requirements.

For more information, contact *Phyllis Burbank*, AHR-140, x73878.

**Cool idea.** What a time for the air conditioning to go on the blink.

It was just a few weeks before Washington's traditional heat and humidity hit when a costly compressor failed.

Not a pleasant problem for FAAer *Jim Lahey*.

Jim, who works in the Office of Budget, was faced with a \$1,000-plus bill to replace the apparatus.

Then, during a Mother's Day visit home, Jim and his mom flipped through some old photographs and found an envelope with Jim's name on it.

It contained 18 forgotten savings bonds Jim had bought in 1971 and 1972 when he first joined the government.

He cashed them in the next day at a



### U.S. SAVINGS BONDS

THE GREAT AMERICAN INVESTMENT

bank and found that his investment of \$337.50 was worth \$1,160.22.

That was more than enough to pay for the compressor and bring chilly air back to his condo.

By the way, FAA Headquarters is in the middle of the 1990 Savings Bond Campaign.

**Watch those flyers!** It's against federal regulations to put flyers, notices and advertisements on the walls of elevator lobbies and other unauthorized locations.

This reminder comes from FAA Headquarters Building Management Division, ALG-500.

All notices should be placed on the many bulletin boards in offices throughout the building.

## People



Deputy Administrator Barry Harris presents a plaque of appreciation to Jim Davis.

**Going flying and fishing.** When Jim Davis retired, a lot of people were sad to see him go.

Some 110 co-workers and former FAAers, including some bigwigs, showed up to say so long at a farewell luncheon on April 24.

Davis, manager of the Headquarters Communications Center on the 10th floor, served the FAA for 37 years and 7 months.

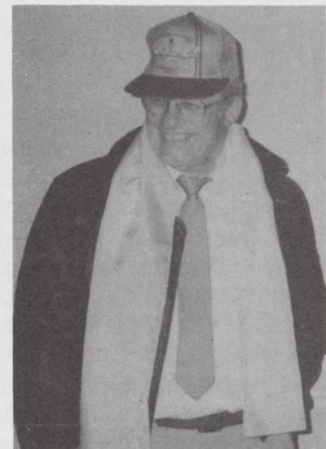
His last official day with the agency was April 20.

Now, with all that leisure time, Jim plans to "do nothing but fly and fish."

**Extra annual leave.** Since last November, Valerie Tyler, a Flight Standards secretary, has been away from work because of chronic health problems. Her annual leave is depleted.

FAAers can help her through the Leave Sharing Program that allows employees to donate their annual leave to others.

Anyone wishing to give some of their extra time to Valerie should contact Elmer Fraser, AHR-160, x78328.



Jim Davis dons a flight jacket, cap and scarf, several of the many retirement gifts from co-workers.

FAAers who want to tack a notice on the bulletin boards in the vending machine rooms should contact *Ed Neff*, building manager, x77433.

**Recycle it.** The white *Intercom* color makes it recyclable.

After reading the newsletter, make the effort to put it in one of the building's recycling boxes.

The staples *don't* have to be removed.

**Extra copies.** If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

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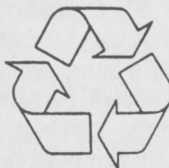
If your office is not receiving the proper number of newsletters, contact *Bernida Williams* in Management Systems, x78735, or the distribution representative for your office or service to update your organization's distribution.

**1 up, 2 down.** Signs in Headquarters elevator lobbies remind FAAers to walk up one flight of stairs or down two.

It's an easy way to save energy, burn off a few extra calories and cut down on elevator usage during current mechanical repairs.

**Three weeks, please.** Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring the item to room 908, or call x78521.





U.S. Department of Transportation  
**Federal Aviation Administration**

# Headquarters Intercom

**Health Tips.** Wellness Week, June 11-15, is a good time to start using good health strategies.

Find out more on page 8.

**No Big Brother.** Big Brother isn't listening to conversations in Headquarters ladies' restrooms. For one FAAer

## Highlights

it took a trip to Earth Day activities on the Mall to find out about those gadgets on restroom ceilings.

See "Feedback" on page 7.

**'Lump Sum' Info.** The "lump-sum refund" of retirement contributions is currently being paid to eligible retirees

turn to Highlights on page 4

## Great Lakes Chief Ed Phillips Selected as Regional Administrator



Ed Phillips

Edward J. Phillips has been appointed Regional Administrator for the Great Lakes Region and its more than 7,000 employees.

Phillips succeeds Timothy P. Forté, who accepted a position with the National Transportation Safety Board.

A Tulsa, OK, native, Phillips is a 30-year FAAer, but his love affair with aviation goes back even beyond that.

"I was one of those kids who used to hang around airports," he said recently. "I polished airplanes for rides. I could

turn to Great Lakes on page 2



Charles McGuire and Sandra Brown accepted the President's volunteer award for the DOT. Sandra wears the silver medal after the White House ceremony.

## DOT Wins Volunteer Award

*Giving Hope to Students, Senior Citizens and the Homeless*

The Department of Transportation and its modal agencies, including the FAA, have won the 1990 President's Volunteer Action Award.

The honor was presented at a recent White House luncheon during National Volunteer Week.

The DOT Volunteer Committee was one of 19 federal and private industry groups to receive the award this year from 2,800 nominations nationwide.

Accepting the award for the DOT were volunteers Charles McGuire, OST's Office of Aviation Analysis, and Sandra Brown, Federal Railroad Administration.

This is the second major volunteer award DOT has received this year. In February it was recognized as number one nationally for "Business

turn to Volunteers on page 2

## Searching for Air Traffic Controllers

### \$200,000 Goes to Hampton University for New Program

FAA has awarded a \$200,000 contract to Hampton University, Hampton, VA, to develop a prototype program designed to train promising candidates for air traffic control jobs.

"If we are successful in developing such a prototype," FAA Deputy Administrator Barry Harris said, "the academic world could give potential air traffic control candidates the equivalent

of the training we provide at the FAA Academy, and the candidates could then be sent directly to a control facility for further training."

Harris announced the contract award at a May 10 university ceremony attended by FAA and school officials.

The project, which will be managed by Hampton University's Airways

turn to Training on page 2

## Training *from page 1*

Science Program, is specifically designed to:

→ Identify the aptitudes required for air traffic control work.

→ Determine the most effective ways people with these aptitudes can be encouraged to pursue air traffic control careers.

→ Establish an experimental air traffic control learning skills center to provide instruction and practical exercises in air traffic control work.

→ Assess the skills and knowledge of program graduates and compare their skills against a control group of FAA Academy graduates.

The initial funding for the contract is \$200,000 budgeted for fiscal year 1990.

The contract was awarded as part of the FAA's "Flight Plan for Training," which emphasizes the use of universities and colleges to test new training and recruitment concepts.

## Great Lakes *from page 1*

identify most of the planes in World War II, and I wanted to be a pilot."

Phillips joined the U.S. Navy after high school, becoming a combat air crewman and avionics technician and flying missions off carriers in Southeast Asia. His military service ran from 1956 to 1959.

Since 1960 Phillips has served FAA in a variety of technical, supervisory and managerial positions. From being an electronics maintenance and relief technician in the Southwest Region Airway Facilities Division at Wichita Falls and Beaumont, TX, he then worked his way up the AF ladder, mostly in the Southwest and old Rocky Mountain Regions.

At Washington Headquarters he served as assistant chief, Airway Systems Division and assistant chief, NavAids/Communications Engineering Division.

In April 1982 he was named manager of the Great Lakes Region's Airway Facilities Division. In March 1989, when he was appointed deputy regional administrator.

Phillips attended Lamar State College and Midland College, both in

## Boosting Airport Capacity

### *Skinner Talks Up 'Passenger Facility Charges'*

The words "passenger facility charges" sound dull, but DOT Secretary Sam Skinner says they are innovative tools to use in cutting government red tape and boosting airport capacity.

Earlier this year, DOT and FAA sent a legislative package to Congress including a proposal to allow airports to add a small charge to passenger tickets for funding local airport improvement projects.

Skinner, who recently spoke before the American Association of Airport Executives' meeting in St. Louis, told the group he's optimistic.

"I believe we have a better chance than ever before to see the enactment of passenger-facility-charge legislation this year," he said.

To boost capacity, Skinner said airports are faced with finding \$6 billion to \$10 billion a year more than is available from the Airport and Airway Trust Fund to finance airport development.

The DOT chief said passenger facility charges would promote efficiency in airport financing, give airports better control over sources of income, improve access to the bond markets and give flexibility.

Passenger facility charges would assure that relief for "badly needed capacity would not fall victim to delays, the federal budget process or concern over the deficit," Skinner said.

Under the proposal, airports choosing to levy a passenger facility charge would give up 50 cents in FAA entitlement funds for every dollar of passenger-facility-charge revenue they earn. Any loss of entitlement funds would be more than offset by these revenues.

For example, Skinner said Lambert International in St. Louis is scheduled to receive \$39.5 million in entitlement funds over the next five years. However, by levying a passenger facility charge of \$3 per passenger, Lambert could raise \$150 million during the same period.

Skinner said he believes there is a growing consensus in favor of a modest fee that would be used only for airport projects.

Texas. He is a registered professional engineer, and he holds a commercial pilot's license with instrument rating. He and his wife, Pam, have two grown children.

Describing his greatest inspiration as a manager, Phillips says: "The high standards of leaders and people in aviation and in the FAA has had more influence on me personally than anything else. Working as a team to 'keep them flying' and serving the public at the same time is the best of all worlds."

## Volunteers *from page 1*

Partnership in Education" and was given an award by the National Association of Partners in Education and *Omni Magazine*.

The DOT Volunteer Committee's activities include an adopt-a-school

program, a partnership with a senior center, support to a homeless program and special fund-raising events.

In the largest and longest running program, the DOT and FAA employees have adopted Hine Junior High School in southeast Washington and provide tutorial services in science, math and English; career mini-lecture series; resume and job application workshops; and cultural enrichment.

To finance these programs, the volunteers sponsor book and bake sales, auctions, fun fairs, raffles, ice cream socials, doughnut sales and an annual "Spring Fling." To date, more than \$50,000 has been raised.

The committee consists of a volunteer coordinator from the Office of the Secretary and representatives from the FAA and each of the Department's other ten operating administrations.

# Improving Aviation Security

## A Chronology of Actions since the Bombing of Pan Am Flight 103

→ **December 29, 1988.** FAA announced a series of security actions designed to prevent any similar occurrence to the December 21 bombing of Pan American Airlines flight 103.

The actions included requiring U.S. airlines in Western Europe and the Mideast to X-ray or physically search all checked baggage, conduct additional random checks of passengers' baggage and achieve a positive match of passengers and luggage to keep unaccompanied bags off airplanes.

→ **January 8, 1989.** The FAA published a rule in the *Federal Register* requiring airports to install computer-controlled access systems, or similar systems, to limit unauthorized entry into secure areas.

→ **February 15, 1989.** DOT Secretary Sam Skinner led a U.S. delegation at a special International Civil Aviation Organization (ICAO) session in Montreal on aviation security. The meeting was called at the request of the United States and Great Britain to discuss more stringent international security standards for passengers, baggage and cargo.

→ **March 6, 1989.** The FAA announced proposed fines totaling \$1 million against 26 airlines for failure to detect test objects during FAA checks of airport screening points.

→ **March 14, 1989.** The FAA announced a final rule requiring foreign airlines serving the United States to submit security plans to the agency for review and acceptance.

→ **March 15, 1989.** The FAA announced a new policy of stringent fines for persons who try to carry guns past airport screening points.

→ **April 3, 1989.** Following a meeting with families of the Pan Am flight 103 bombing victims, DOT Secretary Sam Skinner detailed a series of immediate and planned FAA actions designed to improve aviation security.

These included improvements in the FAA security

bulletin system, rulemaking to require explosives detection equipment as part of U.S. airline security programs and expansion of the FAA's security inspection force.



*Dozens of tougher security procedures have been put into effect since the 1988 bombing of a Pan Am 747, similar to this one, over Lockerbie, Scotland.*

→ **April 21, 1989.** DOT Secretary Sam Skinner departed for Europe to discuss improving international security with transportation officials in a half-dozen countries.

→ **June 1, 1989.** The FAA began deploying additional security specialists on a temporary basis at overseas locations as the first step in a program to

increase FAA's security permanently in Europe and the Middle East.

→ **June 8, 1989.** The FAA announced proposed civil penalties totaling \$1.2 million against 28 airlines for failing FAA security checks at airport screening points.

→ **June 22, 1989.** The FAA announced that it had amended U.S. airline security programs to require more stringent screening of portable electronic devices -- radios, cassette players and laptop computers -- on flights operating from Europe and the Mideast to the United States.

→ **July 10, 1989.** The FAA published a proposed rule that would require U.S. airlines to install automated explosives detection systems for screening checked luggage on international flights in the United States and abroad.

→ **July 10, 1989.** The FAA moved to strengthen its system for giving out security information to airlines by issuing a final rule requiring mandatory compliance with prescribed countermeasures and making disclosure of information in security alerts a violation subject to penalty.

→ **August 14, 1989.** The first of six FAA-funded thermal neutron analysis (TNA) explosives detection systems was delivered to the TWA international terminal at New York's Kennedy Airport to begin operational testing.

*more Chronology on page 4*

## Chronology of Aviation Security *from page 3*

→ **September 5, 1989.** The FAA published a final rule giving the agency authority to require airlines to install explosives detection equipment to screen checked baggage at all domestic and foreign airports handling U.S. international flights.

Some 40 airports were targeted for initial implementation.

→ **September 15, 1989.** The FAA proposed civil penalties totaling over \$1.2 million against 27 airlines for failure to detect test objects during FAA checks of airport screening points.

→ **September 20, 1989.** The FAA proposed civil penalties totaling \$630,000 against Pan Am for alleged security violations at London's Heathrow and Germany's Frankfurt airports.

The alleged violations were discovered during an FAA inspection following the crash of Pan Am flight 103.

→ **October 20, 1989.** The first meeting of the FAA-chartered Aviation Security Advisory Committee was held in the agency's Washington Headquarters. Discussions focused on improving aviation's defenses against terrorist attacks.

→ **January 19, 1990.** The FAA participated in an effort by ICAO to develop a draft treaty on "taggants" - identifying substances - that can be added to explosives to make them detectable by existing gas analysis techniques.

→ **February 9, 1990.** Installation of the second TNA device began at the Pan Am terminal at Miami International Airport.

→ **March 6, 1990.** The Air Transport Association presented the FAA with a proposal to improve the selection and training of security screening employees.

The agency welcomed the proposal and said it would require all airlines to adopt the new standards.

→ **March 14, 1990.** As a follow-up to his 1989 trip, DOT Secretary Sam Skinner departed for Europe to discuss international security issues with transportation officials.

→ **March 28, 1990.** The FAA and the British Airport Authority signed an agreement to permit the installation of a TNA device at London's Gatwick Airport for use by U.S. carriers.

→ **April 8, 1990.** The FAA completed hiring for a 63% increase in the staff of the Intelligence Division in the Civil Aviation Security Office to improve its effectiveness and the quality of its intelligence analyses and threat assessments.

→ **May 15, 1990.** The FAA and DOT launched a thorough review of aviation security recommendations of the Presidential Commission on Aviation Security and Terrorism.

## Highlights *from page 1*

in two equal payments, with two exceptions:

→ Employees retiring under discontinued service rules who elect the refund will receive it in one single payment at retirement;

→ Employees retiring under optional retirement rules who elect the refund and are suffering from a life-threatening illness may receive the refund in one single payment by providing evidence of their condition.

The following retirees are not eligible for the lump-sum refund:

→ Employees retiring under disability retirement rules are not entitled to elect the refund under any circumstances. This is an important consideration for employees who have become disabled and are also eligible for optional retirement.

→ Also, retirees who have a court order awarding any portion of their annuity or survivor annuity to a former spouse may not elect the refund.

The refund option is only available to retirees, not employees. If a retiree

dies prior to electing the refund, it is paid to the survivor in addition to any survivor annuity.

However, if an employee dies in service prior to retirement, a survivor eligible for annuity may not receive a refund. If no survivors are eligible for annuity, then the employee contribution is refunded.

*Thanks to Janie Haggland, a Northwest Mountain Region employee relations specialist, for this explanation of retirement benefits.*

**Technical Women's Confab.** The Technical Women's Organization will hold its second annual convention in Dallas-Fort Worth, *Tuesday through Saturday, June 12-16.*

Highlights include panel discussions on FAA training and civil rights with guest speakers and participants from Headquarters, regional offices and the FAA Academy.

Seminars will focus on recruitment and career planning, conflict resolution, the Supervisor Identification Development Program and individual development plans.

All interested individuals are invited. For more information, contact Nancy Holston, FTS 326-5507, or LaVerne Scales, FTS 334-8506.

Make room reservations directly with the Hilton Hotel, Arlington, TX, by calling (817) 640-3322.

**Baker To Retire.** John L. Baker will retire at the end of this year as president of the Aircraft Owners and Pilots Association.

He will continue as a member of the AOPA Board of Trustees and will serve as an advisor to the association.

Baker said he will be involved in the identification and selection of the next AOPA president.

**Focus on Human Factors.** FAA's Office of Aviation Medicine is sponsoring a conference on Human Factors in Aircraft Maintenance and Inspection on *Tuesday and Wednesday, June 12-13*, in an Atlantic City hotel.

The conference, the third in a series, will focus on training issues including the design and application of intelli-

gent tutoring systems, computer-based instruction and other innovative techniques for aircraft maintenance specialists.

To add your name to the registration list, contact Diane Christensen of Biotechnology, (703) 534-8200, or Jean Watson, Office of Aviation Medicine, FTS 724-0392.

The first conference zeroed in on the general human factors that need to be dealt with by those involved in the maintenance and inspection fields.

The second conference focused on information exchange and communication, such as technical documentation methods and industry communication procedures.

**Spotlight on Asia-Pacific.** FAA's Office of International Aviation and the Western-Pacific Region have teamed up with two California trade groups to sponsor a conference entitled "Asia-Pacific - An Aviation Perspective for the 1990s."

The meeting will be held in Los Angeles on *Monday and Tuesday, June 25-26.*

The trade group sponsors are the California State World Trade Commission and the Foreign Trade Association of Southern California.

The conference will focus on technical aviation developments affecting air travel to and from the Pacific Rim and associated market opportunities for U.S. producers.

In planning the conference's agenda, FAA consulted with a broad spectrum of aviation experts from U.S. government and industry.

Conference topics will span the issues affecting aviation in the Asia-Pacific region.

Aviation experts will address changes in air traffic control technology and systems management, airport congestion, export financing, high-speed aircraft development and factors affecting the competitiveness of U.S. aviation manufacturers.

For more details on the conference, contact Gene Kingsbury, AIA-220, (202) 267-8165, or Barry Brayer, manager of the Western-Pacific Region's International Staff, (213) 297-1231.



## Don't Waste Your Dreams

... turn them into reality by joining the payroll savings program for U.S. Savings Bonds. Bonds pay competitive rates. Interest on bonds is exempt from state and local income taxes. Federal income taxes on bond earnings can be deferred. Fulfill your dreams. Now is the time to begin!

### U.S. SAVINGS BONDS

THE GREAT AMERICAN INVESTMENT

**Training Symposium.** Hundreds are expected to attend an FAA symposium on training technology at the Myriad Convention Center in downtown Oklahoma City on *Tuesday through Friday, June 12-15.*

The symposium's theme is "Training Technology: Present and Future." Sponsored by the FAA Academy and the Office of Higher Education and Training, the symposium, in which experts from government, educational institutions and the aviation industry will participate, aims to find strategies to change FAA technical training to meet future needs.

Also discussed and reviewed will be the latest technologies in instructional systems, design, techniques and delivery.

Registration is still open, and FAAers, who are encouraged to attend, should coordinate requests with their supervisors and register after they have received approval.

To register or for more information, Headquarters FAAers are asked to contact Frederica Dunn, Office of Training and Higher Education, AHT-30, 366-7061.

All other agency employees should contact Susan McCarthy, FTS 747-5872, or William Barron or Dee Ann Tasley, FTS 747-6940.

Here are some of the aviation experts scheduled to speak at the symposium.

Jean-Pierre Van Acker  
Airbus Service Company, Inc.

Gordon Baxter  
Editor, Flying Magazine

Edward R. Beauvais  
Chairman/CEO  
America West Airlines

Henry Payne  
U.S. Army Training and Doctrine Command

Dr. Linda Fenty  
Electronic Data Systems

Andrew E. Andrews  
Los Alamos National Laboratory

Dr. Alan Lesgold  
University of Pittsburgh

Dr. John Kello  
University of Texas

Dr. Colin Drury  
University at Buffalo

Dr. William Johnson  
Galaxy Scientific Corporation

Dr. Daniel Massey  
BBN System and Technology Corporation

Captain Harry Orlady  
Battelle Laboratories

Captain Linda Orlady  
Pilot, United Airlines

Richard Taylor  
Vice President  
Boeing Commercial Company

**Flight Inspection Seminar.** FAA's Aviation Standards National Field Office will host the Sixth International Flight Inspection Symposium and Exposition from *Monday through Friday, June 25-29*, at the Hyatt Regency Hotel in Crystal City, VA.

The symposium is an international forum for government representatives responsible for inspecting, certifying and testing the accuracy and safety of

more Highlights on page 6

## Highlights *from page 5*

air navigation facilities (navaids).

Industry representatives supporting flight inspection activities will also participate and display their products.

A static display of flight inspection aircraft is planned for *Wednesday afternoon, June 27*, at Dulles International Airport.

For a registration packet and further information, contact Elizabeth Rudd, (202) 898-1410.

**Airline Complaints Up.** Airline complaints from consumers to the DOT climbed to 1,240 in March, a 26% jump over the 915 complaints recorded in February.

Complaints for the first quarter of 1990 totaled 3,316, a 3% increase over the 3,213 complaints registered during the first three months of 1989.

The DOT monthly "Air Travel Consumer Report" also said the 12 largest domestic carriers reported that 76.5% of their flights operated on time in March, compared to 73.2% in February.

In compiling the data, delays caused by mechanical problems are not counted.

**Loss of Control.** The crew of a cargo jet that crashed in Texas last year lost control of the plane for undetermined reasons following the sudden opening of a cargo door on takeoff, the National Transportation Safety Board said. The Safety Board held that the open cargo door caused aerodynamic instability.

The captain and first officer, the sole occupants, were killed as the Evergreen International Airlines DC-9-33F was returning to Carswell Air Force Base and crashed on final approach.

The cargo jet, under contract to the U.S. Air Force, was on a night flight on March 18, 1989, to Tinker Air Force Base in Oklahoma City.

In a May 9 report, the NTSB said the accident's probable cause was "the loss of control of the aircraft for undetermined reasons following the inflight opening of the improperly latched cargo door."

## Fighting for Her Life

### FAAers Contributing To Pay Steep Medical Bills

Darlene Shackelford, a long-time agency employee who works in the Western-Pacific Region's Human Resource Management Division, faces a continuing and expensive battle against cancer. At the present time, insurance is not covering her treatment.

The cost of a needed bone marrow transplant is \$100,000.

"It's money in advance," says Darlene's husband Steve, a supervisory controller at California's Hawthorne Flight Service Station.

Donations can be made to the "Darlene Shackelford Fund" and mailed to FAA Western Federal Credit Union, 5400 Beethoven Street, Los Angeles, CA 90066-7070. Please note account #56310 on the check.

Fred O'Donnell, Western-Pacific Public Affairs Office, sends this update:

*Darlene and Steve departed Los Angeles for the M. D. Anderson Hospital in Houston on May 7.*

*Darlene is currently undergoing chemotherapy in preparation for a stem cell marrow transplant. This difficult procedure requires lengthy hospitalization and care.*

*The success rate is the issue on which the insurance company terms the procedure "experimental" and therefore not eligible for payment. Efforts to convince Blue Cross/Blue Shield otherwise have failed.*

*With the outpouring of help from FAAers worldwide, the U.S. Forest Service and private citizens, the hospital relented somewhat and allowed Darlene to be admitted for \$60,000, the balance to be paid later.*

*Steve had to borrow from family members and others to raise the needed money.*

*Our hope is to raise the entire \$100,000 so that the Shackelfords are not saddled with massive debts. Since their departure from LA, funds have continued to come in, but we are short by about \$50,000.*

*The Shackelfords need our help now.*

"Contributing to the accident," the NTSB said, "were inadequate procedures used by Evergreen Airlines and approved by the FAA for preflight verification of cargo door security and Evergreen's failure to mark properly the airplane's external cargo door lock pin manual control handle."

The report added: "Also contributing was the failure of the FAA to mandate modification to the door-open warning system for DC-9 cargo-configured airplanes, given the previous known occurrences of inflight openings, and the failure of Douglas [the plane's manufacturer] to provide flightcrew guidance and emergency procedures for an inflight opening of the cargo door."

The Board noted that DC-8's and DC-9's had experienced inflight open-

ings of main cargo doors at least twenty-three times previously and had landed successfully.

The NTSB concluded that the captain believed the cargo door was latched and locked because of a malfunction in the door warning light system shown in the cockpit.

Headquarters  
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## Feedback

**Savings bond update.** FAA's 1990 Savings Bond Campaign is in mid-course.

Talisa Bailey, who is helping to spearhead this year's drive, reminds employees to keep their eyes peeled for notices of special events including a breakfast on *Wednesday, June 6*.

"Take a good look at what savings bonds can do for you," Talisa advises.

"By making a minimal investment now, you can have a large nest egg to help you when it comes time to pay for college educations, weddings, vacations, cars, homes and much more."

One benefit is a new tax exemption for savings bonds used to pay for education.

"When you are approached by your bond keyworker, do yourself a favor, and check it out," Talisa says.

**No big brother.** Remember Earth Day? The FAA sponsored exhibits in the lobby and a special event in the auditorium. The DOT urged workers to ride bikes to save energy.

And although the agency didn't have a display at the April 22 event on the Mall, Headquarters FAAer Linda Baer inadvertently found the answer to something that had been puzzling her for a long time.

Linda took the time to pen this humorous rendition of her experience.

*On April 22, I roamed the Mall to participate in the activities of Earth Day.*

*After hearing some of the speeches and music at the Capitol, I strolled down to the Washington Monument to see the federal agency exhibits.*

*With eager anticipation, I looked forward to viewing the DOT exhibits.*

*Under the big tent, I searched and searched but could not find even one modal administration represented. Stopping dead in my tracks, I said to myself, "There must be some mistake!" Frantically, I ran over to the main information table, grabbed a map of the federal agency exhibits and, by golly, no DOT!*

*Hanging my head in disappointment,*

## Skinner To Join June 16 'Race for the Cure'



DOT Secretary  
Sam Skinner

DOT Secretary Sam Skinner and his wife will sport athletic outfits when they join the "Washington Race for the Cure" on *Saturday, June 16*.

Skinner has issued an invitation to FAAers and their families to join him and his spouse to benefit breast cancer research, detection and education.

Breast cancer is 90% curable when detected in its early stages.

The event kicks off at 8:30 a.m. at 13th Street and Pennsylvania Avenue, NW.

It includes a 5K-run, 5K-walk and 1-mile fun walk.

DOT employees plan to assemble a team before the race and to picnic together at the end of the official festivities.

Call Cathy Keyser, x64246, for registration information.

*I dragged myself over to the nearest exhibit (which happened to be GSA's).*

*I was startled when I saw something I recognized that I had seen in the FAA building and had been wondering about. I had seen "these" in the FAA restrooms. (I can only vouch for the ladies' side.)*

*Many times I had worried about this white, elongated gadget with a blinking red light which hangs from the ceiling.*

*Why did the little red light keep going on and off? Was it some sort of surveillance device - for viewing, for listening? After all, weren't some of the most important discussions held in here?*

*Well, it was at the Earth Day federal agency exhibits' GSA booth that my fears were settled.*

*It seems that an "environmentally efficient" restroom has ceiling lights which are on an automatic timer to shut off, thereby saving electricity. However, an environmentally safe restroom requires a "motion detector" hanging from the ceiling in a strategic location having the most activity.*

*This motion detector can sense when a "body" moves in the room and will trigger the ceiling lights so you are not inadvertently left in the dark, subject to accidents. Everytime you move, the little red light on the motion detector comes on and the timer for the ceiling*

*lights is extended.*

*Well, maybe I didn't learn about noise pollution at an FAA exhibit, or air pollution at a Federal Highway exhibit, or oil spills at a Coast Guard exhibit, but I did learn something that day about my environment.*

**Send it in!** Headquarters FAAers are urged to fill out and return the recent survey on child care needs.

Results of the questionnaire, distributed to all employees, will help determine the adequacy of the current DOT Child Care Center and future requirements.

For more information, contact Phyllis Burbank, AHR-140, x73878.

**Watch those fliers!** It's against federal regulations to put fliers, notices and advertisements on the walls of elevator lobbies and other unauthorized locations.

This reminder comes from FAA Headquarters Building Management Division, ALG-500.

All notices should be placed on the many bulletin boards in offices throughout the building.

If you want to tack a notice on the bulletin boards in the vending machine rooms, contact Ed Neff, building manager, x77433.

**Upcoming events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

## People

**'Points of light.'** FAA and DOT volunteers took center stage during the recent National Volunteer Week when they won praise from President George Bush and DOT Secretary Sam Skinner.

The FAA was represented at a special ceremony in the White House rose garden by *Margaret Powell*, Human Resource Management Division.

She was nominated by the FAA Volunteer Committee and selected by DOT to attend the ceremony and was one of five DOT volunteers among the 150 invited to the ceremony.

President Bush praised them as "points of light."

Fellow FAAers cited Powell for her efforts to boost educational opportunities at Hine Junior High School in southeast Washington, the DOT's adoptive school.

She was also commended for tutoring high school minority women at the Alfred Street Baptist Church, Alexandria, VA.

The church's program was recognized as one of the best in Virginia in 1989.

Secretary Skinner, who was once a volunteer tutor, hosted a reception to thank FAA and DOT volunteers for their contributions.

FAA volunteers who attended the reception were: *Janice Armstrong*, ALR-200; *Carol Ashby*, ASM-310; *Robert M. Barton*, ASQ-100; *James Burns*, ASQ-100; *Mary Couch*, AOA-20; *Vern Edwards*, ADS-120; *Luther Falls*, AAS-300; *John Hanks*, APA-8; and *Elaine Hunt*, APA-200.

Also: *Joel Laferriere*, ANA-160; *Roger Martino*, AMC-100; *Carl McKinney*, ATO-110; *Rita Morgan*, APN-200; *Margaret Powell*, AHR-100; *Jack Reilly*, AAF-3; *Patricia Schauer*, AXA-1; *Barbara Sieger*, AHR-100; *Katrina Thomas*, AMS-500; *John Williams*, ANN-130; *Tom Williamson*, ARD-300; and *Phil Woodruff*, APA-100.

**Wednesday deadline.** *Intercom* is published weekly.

The deadline for items is *no later than 11 a.m.* every Wednesday.

## Healthbeat

**Check your health during 'Wellness Week.'** A variety of activities is scheduled for "Wellness Week," *Monday June 11 through Friday June 15*, for all FAA and DOT employees.



Since many jobs don't require much physical exertion but can generate added stress, Wellness Week activities are designed to help employees find ways to reduce stress and develop good health habits.

By using good health strategies daily, employees can prevent or reduce the chance of serious illness and improve productivity, too.

During the week, which culminates in a health fair, various lectures will be given on health-related topics:

### Monday, June 11

*"Understanding Depression"*

10 a.m., Nassif Building, room 4234

### Tuesday, June 12

*"Addiction and Relapse"*

10 a.m., Nassif Building, room 4234

### Wednesday, June 13

*"Weight Management"*

10 a.m., Nassif Building, room 4234

### Thursday, June 14

*"Job Stress: How To Avoid Burnout"*

10 a.m., Nassif Building, room 4234

### Thursday, June 14

*"Women's Health Issues"*

2 p.m., Nassif Building, room 4234

### Friday, June 15

*Wellness Health Fair*

10 a.m. - 3 p.m., Nassif Building, room 2230

Fair activities include blood pressure, hearing, glaucoma, cholesterol and body fat screenings; health risk assessments; and a seat belt demonstration. There is no charge for the scheduled events.

## Flightplan

**Money alert.** The Thrift Savings Plan open season runs through *Tuesday, July 31*.

The TSP-1, Thrift Savings Plan election form, is available in AHR-140, room 514. A pamphlet containing updated TSP information has been sent to all employees.

If the election form is not returned by July 31, employees will have to wait until the next open season.

Ida Mack or Barbara Claytor, x78916,

can answer questions on the Thrift Savings Plan.

**Black Coalition conference.** The Headquarters Chapter of the National Black Coalition of Federal Aviation Employees will host its first chapter conference on *Friday, June 22*, at the Ramada Renaissance Hotel-Tech World. For further information, contact Marcia Adams, x73488, or Dianne Speed, x73442.

**Three weeks, please.** Submit items for the *Flightplan* section at least three weeks in advance of the event.



U.S. Department of Transportation

Federal Aviation Administration

# Headquarters Intercom

## 'Leadership, Ability and Vision' Experimental Aircraft Association Founder Tapped for Lifetime Aviation Award

Paul Poberezny, chairman and founder of the Experimental Aircraft Association, has received an award from DOT Secretary Sam Skinner for a lifetime of aviation achievements.

The Secretary recognized Poberezny for his "leadership, ability and vision in the field of aviation." The award is a bust of aviation pioneer Charles A. Lindbergh.

In presenting DOT's Aviation Lifetime Achievement Award, Skinner said Poberezny has logged more than 29,000 flight hours  
*turn to Aviation Award on page 2*



Paul Poberezny, third from left, and his wife, Audrey, accepted the award from DOT Secretary Sam Skinner and FAA Administrator James Busey.

## 'Unique Opportunity'

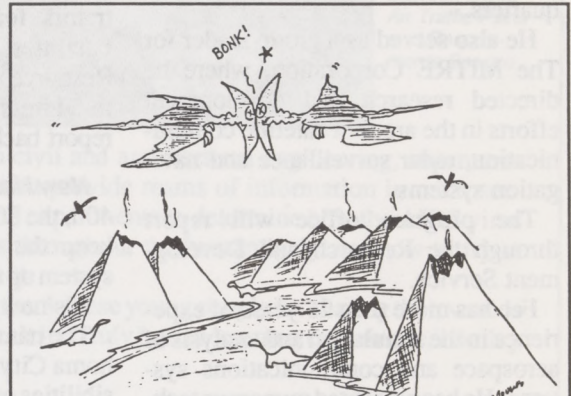
### Ray Salazar Named New Manager at CMD

Ray Salazar, the new manager of FAA's Center for Management Development in Florida, says he's excited about his new assignment and considers it a "unique opportunity" to become part of the CMD's expanding programs.

Salazar, 43, recently completed a five-day briefing at the Aeronautical Center in Oklahoma City with managers who gave him a complete rundown on programs and their effect on CMD operations. He visited each division for briefings and discussions on how activities there are linked with operations at the CMD.

The CMD in Palm Coast is administratively attached to the Aeronautical Center.

*turn to Salazar on page 3*



1 Million B.C. (Before Controllers)



When Mike Burroughs isn't controlling air traffic, he's still thinking about his job, so he turns his ideas into cartoons. Burroughs works at the Memphis Air Route Traffic Control Center. His drawings are regular features in several regional editions of Intercom. Here are three of his creations. Read more about Burroughs and his FAA funnies in an upcoming issue of FAA World.



"Boy, I hate Mondays. It's so slow around here!"

## Highlights

**New Satellite Chief.** Joseph J. Fee has been appointed program manager of FAA's Satellite Communications and Navigation Program, ARD.

Previously, Fee served as manager of the Airborne Collision Avoidance and Data System at Washington Headquarters.

He also served as a group leader for The MITRE Corporation, where he directed research and development efforts in the areas of satellite communication, radar surveillance and navigation systems.

The program office will report through the Research and Development Service.

Fee has more than 25 years of experience in the simulation and analysis of aerospace and communications systems. He has presented numerous technical papers at engineering and aviation conferences in the United States and Europe.

He holds a bachelor of science degree in electrical engineering and a master of science degree in electrical engineering from the University of Kansas.

Fee has a private pilot certificate with instrument rating and is coauthor of a patent for spread spectrum emergency communications.

In 1987 Fee was awarded the DOT Secretary's Award for Meritorious Achievement.

In addition, he has received many awards and commendations throughout his career.

**Focus on SFA.** The Executive Director for System Operations, AXO-1, hosted a recent focus group to review the Survey Feedback Action (SFA) process and share ideas on how to use it to improve human resource management in Air Traffic and Airway Facilities.

The meeting included speeches by six high-level FAA managers and three break-out sessions to discuss the following issues: top manager attributes, including techniques that proved suc-

cessful for the participants; problems encountered in the SFA process; and AXO's management role in the SFA process.

Twenty-four Airway Facilities and Air Traffic managers attended the Arlington, VA, meeting.

Representatives from the three sessions presented reports to Executive Director Edwin Harris, who promised to work with the Associate Administrators for Air Traffic and Airway Facilities, as well as with the Human Resource Management organization, to address each recommendation and report back to the focus group.

**New Name.** The FAA Depot, AAC-400, the 30-year-old facility that helps keep the massive air traffic control system up and running, has a new name.

It's now the FAA Logistics Center.

The name change signifies the Oklahoma City facility's expanded responsibilities over the years. It has become much more than a "depot" or storage warehouse.

One thing that hasn't changed, Logistics Center folks say, is their "commitment to providing the most effective support to our customers."

**Asia-Pacific Conference.** FAA's Office of International Aviation and the Western-Pacific Region have teamed up with two California trade groups to sponsor a conference entitled "Asia-Pacific - An Aviation Perspective for the 1990s."

The meeting will be held in Los Angeles on *Monday and Tuesday, June 25-26.*

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Headquarters

**Intercom**

June 12, 1990  
No. 90-23

Pat Cariseo  
Pat Tomasetti  
Associate Editors

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(202) 267-8521

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For more details on the conference, contact Gene Kingsbury, AIA-220, (202) 267-8165, or Barry Brayer, manager of the Western-Pacific Region's International Staff, (213) 297-1231.

**Flight Inspection Seminar.** FAA's Aviation Standards National Field Office will host the Sixth International Flight Inspection Symposium and Exposition from *Monday through Friday, June 25-29*, at the Hyatt Regency Hotel in Crystal City, VA.

For a registration packet and further information, contact the conference coordinator, Elizabeth Rudd, (202) 898-1410.

## Award *from page 1*

in more than 378 different types of aircraft, including 170 amateur-built aircraft. Poberezny has designed and built 15 aircraft and holds five FAA repairman certificates.

"Very few of us in aviation could even compare with his accomplishments as a pilot and as an aircraft designer, but his biggest accomplishment has been the building of an organization that is dedicated to the world of flight - the Experimental Aircraft Association," Skinner said.

The Secretary noted that Poberezny founded EAA in 1953 in the basement of his home in Hales Corners, WI. Along with his wife, Audrey, he nurtured the group, which now has 125,000 members organized into 700 chapters in the United States and other countries.

Poberezny created the word "fly-in" and sponsored the first such event in 1953. Today the EAA Fly-in at Oshkosh, WI, is an international event. Last year, the EAA convention and fly-in attracted almost one million people and 15,000 airplanes.

The award was presented at a mid-May ceremony in the Secretary's office. It was attended by FAA Administrator James Busey and officials of the EAA, the Aircraft Owners and Pilots Association, the National Business Aircraft Association and the National Aviation Trades Association.

## Still Time To Sign Up

### Savings Bond Drive Ends June 15

There's still time to sign up for U.S. Savings Bonds. Talisa Bailey, FAA Headquarters savings bond campaign coordinator, urges employees to review the benefits of bonds.

"Please do yourself and your budget a favor and contact your keyworker for information," she advises.

"Our campaign is a success if everyone in the building has had the opportunity to learn about how savings bonds can enhance their financial future."

The drive ends Friday, June 15.

This year's theme, "A Future for the Children," focused on young artists, performers and scientists.

A highlight was a display in the lobby. Among the exhibits by young people were CAD computer systems

### U.S. SAVINGS BONDS

THE GREAT AMERICAN INVESTMENT



Leyanah Bakri performed a violin solo at the kickoff of FAA's Savings Bond campaign. She is the daughter Laureen Bakri, Air Traffic Plans and Requirements Service.

used in civil and architectural engineering, supercomputers that provide reams of information in microseconds and experiments to determine how the AIDS virus spreads throughout the human body and how to try to combat it.

"We thank these young people for sharing their worlds with us. It has truly been a learning experience," Bailey said.

## Flightplan

**Salute to managers.** The FAA Federal Women's Program Committee will hold its annual "Salute to Managers" luncheon on *Tuesday, June 19*, at the Phoenix Restaurant, near the Clarendon Metro station in Arlington.

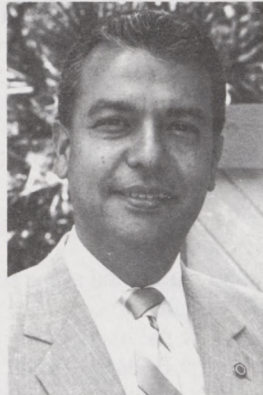
The cost of the luncheon is \$10.

For more information, contact Pat Haynes, x78211; Marcia Adams, x73488; or Sam Hart, x77964.

**Missile exhibit.** A new exhibit of the two most potent missiles covered under a U.S.-Soviet treaty -- the U.S. Pershing II and the Soviet SS-20 -- opens in the National Air and Space Museum's Milestones of Flight Hall beginning *Wednesday, June 20*.

On December 8, 1987, the United States and the Soviet Union agreed to eliminate an entire class of nuclear weapons by the signing of the Intermediate Nuclear Forces Treaty.

After more than 18 months of negotiations, the Smithsonian obtained permission in December 1989 from the U.S. Army and the Soviet Union to exchange a Pershing II training missile for an SS-20 trainer.



Ray Salazar

## Salazar at CMD *from page 1*

Shortly after his appointment by Administrator James Busey, Salazar also spent several days at the CMD meeting staff members and discussing ongoing programs.

"I am impressed with the CMD staff and the resources at the Aeronautical Center," Salazar said.

Dr. H. C. "Mac" McClure, Aeronautical Center director, praised the selection of Salazar for the job and said, "We are pleased to get a manager of Salazar's knowledge, ability and experience to help us guide the Center for Management Development through a period of growth and curriculum changes to meet the ever-changing needs of the agency."

He also paid tribute to Dr. Jim Boone, assistant manager of the CMD, who "did a magnificent job of running CMD during our search for a new manager."

David Carmichael, Deputy Director, stated that Salazar's stature with DOT and FAA leaders will bring a new focus of attention to the CMD and its programs. "We will benefit greatly from this selection, and we welcome him to our management team," Carmichael said.

Salazar, a member of the senior executive service, joined the FAA in 1972 as a security specialist in the Northwest Region in Seattle.

He rose through the ranks to become manager of civil aviation security in the Western, former Rocky Mountain and Northwest regions. He moved to Washington in October 1986 as director of the FAA's Office of Civil Aviation Security, the top security post in the agency.

He holds a bachelor's degree in criminology and security administration from California State University, Long Beach. He and his family plan to move to Palm Coast, FL, in the near future.

*Thanks to John Clabes of the Aeronautical Center for this report.*

## Healthbeat

**Racing with Sam.** DOT Secretary Sam Skinner and his wife will sport athletic outfits when they join the "Washington Race for the Cure" on Saturday, June 16.

Skinner invites FAAers and their families to join him and his spouse to benefit breast cancer research, detection and education.

DOT participants will meet at 7:15 a.m. at Pershing Plaza, 14th Street and Pennsylvania Avenue, to receive their T-shirt, DOT cap and entry number.

The event kicks off at 8:10 a.m. at 13th Street and Pennsylvania Avenue, NW, with an aerobic warm-up featuring celebrity guests, a 5K-run, 5K-walk and 1-mile fun walk.

Following the official festivities, DOT participants are invited to bring their refreshments to Pershing Plaza and picnic with the Skinners.

Special guests at the event will include Congressional and White House leaders as well as Lynda Carter, Loni Anderson, Larry Hagman, Chris Evert,



Ed Begley, Jr., Esther Williams and Paul Berry. Prizes, including an Oldsmobile Cutlass convertible, will also be awarded.

Call Janice Armstrong, x73985, for registration information.

**Blood screening.** As part of FAA's Health Awareness Program, Headquarters is again sponsoring MetPath, Inc., blood profiles on Tuesday and Wednesday, June 19 and 20, in the clinic, room 327.

Screenings, which are expected to take about 15 minutes each, will be performed by Occupational Health Services, Inc.

## People

**Kids' stuff.** Sixth graders from the Sheets Memorial Christian School in Lexington, NC, know a lot more about the FAA and flying thanks to Headquarters FAAer *Graham Hall*.

Graham recently taught the class the ABC's of flying, which included



Graham Hall and his wife, Jane, helped acquaint these sixth graders with aviation.

giving a tour of the Lexington Municipal Airport and local flights in his Cardinal RG, N432AF.

The students also got a first-hand demonstration of air traffic communications at the airport.

Radar tracking of a flight was shown to the students by FAAer *Mike White* from the Greensboro approach control.

**Cake for 100 or so.** Bob Turner, AHD-100, recently treated fellow FAAers to a taste of one of the largest and most unusually decorated cakes ever to grace the doors of 500E - where it was quickly gobbled up!

This chocolate artwork was big enough to carry a theme - a scene showing animals in their jungle habitat.

A bakery/restaurant chain, Bread & Chocolate, originally made the cake as part of their contribution to the Friends of the National Zoo "ZooFari" celebration.

The benefit raised money to build a tropical rain forest exhibit and education center at the zoo.

There was so much food at the celebration that the gigantic cake turned into a beautiful leftover.

Bob, who knew the bakers, was picked to take the cake home.

The next day, a Friday, Bob brought it to work and dished it out to a crowd of willing visitors at a table set up in the hall by room 500E.

When asked how many the cake served, Bob guessed about 100. That's how many plates he had.

His arithmetic was right on the mark. The last person in line tasted the final piece of cake.

Make an appointment starting on Wednesday, June 13, from 11 a.m. to 1:30 p.m. on the second floor near the cafeteria or later on sign-up sheets in the clinic.

Be sure to receive test instructions when making an appointment.

Choose from three chemistry panels and a blood type.

The cost ranges from \$25 to \$40, with payment to be made on the morning of your test by cash, personal check

(made to O.H.S.) or MasterCard or Visa credit cards.

Although this type of blood chemistry profile is not usually covered by medical insurance, those interested are advised to check with their medical insurance carrier.

Test results, which are strictly confidential, and explanatory information will be sent to home addresses about two weeks after the screening.

Questions? Call Sam Hart, x77964.

## Aviation 'Summer Camps'

Here's a chance for students to learn about aviation. Dates and locations on page 4.

## Like Father . . . Like Daughter

### Miles and Generations Apart, Kyle and Kendall Kiefling Share Same FAA Challenge: Airport Tower Chiefs

When Kendall Kiefling was a little girl, she liked to visit her dad at work at an air traffic control tower.

Today, Kendall and her dad, Kyle, are both tower chiefs.

They are believed to be the first father and daughter team to hold tower

chief positions at the same time.

They're separated by a wide distance. Kyle Kiefling is the manager of

*Headquarters father-daughter teams, page 6.*

the Pontiac Airport tower in Pontiac, MI. *turn to Tower Chiefs on page 3*

June 19, 1990



U.S. Department  
of Transportation

Federal Aviation  
Administration

# Headquarters Intercom

## Airport in Action Video Phone Links Tower to Children's Museum

Now youngsters visiting a new California children's museum can call up controllers, see them, talk to them and get a real-time glimpse of San Jose International Airport in action.

It's all part of a joint effort between the FAA and the San Jose Children's Museum which opened in early June.

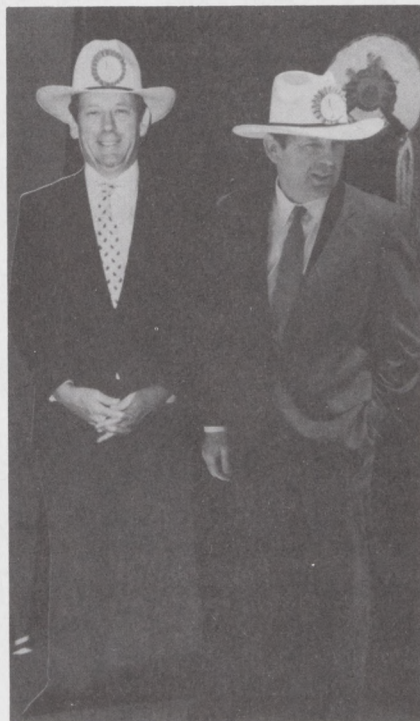
The tower and the museum, about a mile and a half apart, are linked by video telephone.

It's believed to be the first time an air traffic control tower has been connected by video phone to an off-site location.

The high-tech hook-up allows children to receive images of air traffic controllers and takeoffs and landings at the airport while sending their images to the tower from the museum.

"We think this is a unique opportunity for children to get an inside look into the world of aviation which fascinates children and adults alike," said Al Riedel, San Jose tower manager.

The idea for the control tower video phone emerged during the initial planning stages for the airport's "Kidport," an indoor play area with an aviation theme to help children burn up energy *more Video on page 2*



### Double Take

*Will the real Sam Skinner step forward? That wasn't hard for the man on the right, the walking and talking DOT Secretary, but the smiling cardboard version on the left didn't budge.*

*Skinner met his paper counterpart in the Nassif Plaza during the recent "Spring Roundup," an annual event to raise money for the projects sponsored by the DOT Volunteer Committee.*

*For a donation, FAAers and other DOT employees had their pictures snapped with the life-size Sam Skinner cutout.*

*Photo by Lance Strozier*

## More Soviet Flights Summit Pact Expands U.S., Russian Air Service

The United States and the Soviet Union plan to boost civil aviation between the two countries with more flights and airlines.

An aviation pact was one of many documents inked during the recent summit between President Bush and Soviet President Mikhail Gorbachev.

The agreement expands the number of U.S. airlines allowed to operate in



the Soviet Union from one to seven and increases the number of Soviet cities served from two to eight.

It was signed at the White House on June 1 by Secretary of State James Baker and Soviet Foreign Minister Eduard Shevardnadze.

Here are highlights:

→ **Atlantic Routes.** The United States obtained new rights to Kiev, Riga, Minsk and Tbilisi, with U.S. carriers free to choose intermediate stops on Atlantic routes in addition to current rights to Moscow and Leningrad.

*turn to Summit Pact on page 2*

## Video Phone Linked to Airport *from page 1*

while waiting for their flights.

Small video cameras are perched in two tower windows overlooking the airport's runways. The remotely operated video phone, able to provide audio and still-image video transmissions, sits on a desktop behind the controllers. While speaking into the phone, a controller's image is recorded and then transmitted to the child.

If there is not an available controller, the view of the end of the runway is transmitted by a remote control box.

In the future, the video phone will be upgraded to focus on the complete

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**'We think this is a unique opportunity for children to get an inside look into the world of aviation which fascinates children and adults alike.'**

Al Riedel  
San Jose tower manager

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interior of the tower, giving the children the feeling of sitting with controllers.

The original concept included children listening with headsets to pilots and air traffic controllers.

Riedel took the idea one step further by offering children the opportunity to speak directly to controllers, who answer the video phone during their breaks. In order to maintain safety standards, controllers have the option to take the calls or not, depending upon their workload.

"Air traffic control is very demanding when you are responsible for the safety of air travelers. However, there is also a human side to our work, and we would like to share our interest and enthusiasm for aviation with children," Riedel added.

Jerry Chavkin, Western-Pacific Regional Administrator is enthusiastic about the project.

"The FAA has a rich history of dedication and commitment to working with

teachers and young people in local communities," said Chavkin. "We salute those individuals at Children's Discovery Museum and the City of San Jose for working with the FAA as partners in bringing about this milestone in aviation education."

In addition to the hard-working individuals at the museum and the airport, Riedel said air traffic controllers who agreed to be "on camera" and FAA technicians who donated their time and talent to help with the actual installation deserve special recognition. Technicians participating in this project are from the airway facilities sector field office (AFSFO) located at the airport.

Jack Borrego, manager of the AFSFO, remarked, "The technicians at my facility are pleased to be a part of this unique partnership, volunteering their time and technical knowledge to assist the Discovery Museum in reaching its goal. It is indeed a team effort by all concerned."

## Summit Pact *from page 1*

The Soviet Union obtained new rights to Chicago and Miami, with Soviet airlines free to choose intermediate points on Atlantic routes in addition to current rights to serve New York and Washington.

The Soviet Union also received rights beyond Miami to two points in South America to be agreed upon mutually.

→ *Pacific Routes.* The United States received a new route over the North Pacific to Magadan and Khabarovsk in the Soviet Far East.

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Headquarters  
**Intercom**

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Pat Cariseo  
Pat Tomasetti  
Associate Editors

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The Soviet Union received a new route over the North Pacific to Anchorage and San Francisco with a mandatory stop at Anchorage until March 31, 1993.

→ *More Airlines.* Next spring the United States may designate an additional four combination - passenger and cargo - airlines and two all-cargo airlines.

The U.S.S.R. may designate an additional six airlines.

Pan Am and Aeroflot are currently the only airlines designated to fly between the two countries.

→ *Capacity.* The United States and the Soviet Union agreed that the airlines of both countries could expand their scheduled services and agreed on the levels of service until March 31, 1993. The agreement would more than triple the level of service permitted in the year beginning April 1, 1992, compared with current levels.

→ *North Atlantic Charters.* The airlines of each country may operate 100 round-trip charters per year between the two countries on a North Atlantic routing. Charter flights above the quota shall receive positive consideration by both countries on the basis of reciprocity.

→ *North Pacific Charters.* On the North Pacific route, charter flights shall be given positive consideration by each country on the basis of reciprocity.

→ *Charter Rules.* Charter flights would be operated in accordance with the charter rules of the country in which the charter traffic originates.

→ *Financial Provisions.* The agreement provides that the U.S. airlines' Soviet general sales agent - Aeroflot - would guarantee ruble sales equal to 8.75% of U.S. carriers' round-trip passenger or all-cargo capacity and would give the U.S. carriers hard currency for these sales.

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**Recycle It.** The white color of the *Intercom* allows it to be recycled.

After reading the newsletter, make the extra effort to put it in one of the building's recycling boxes.

The staples *don't* have to be removed.

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## 'Choraling' the Boss

Decked out in western outfits, the FAA Chorale added musical flavor to the recent "Spring Roundup" at the Nassif Building Plaza.

DOT Secretary Sam Skinner, center, sporting a cowboy hat, was "choraled" by the group during the annual fundraising event.

## Tower Chiefs Keep It All in the Family *continued from page 1*

In February, Kendall, 26, became air traffic manager of the Albert Whitted Airport tower in St. Petersburg, FL.

She had previously been a quality assurance training specialist at the Tampa tower.

Kendall's dad says she was interested in aviation as a youngster.

"She liked to watch the airplanes, but she also liked to watch the controllers work," Kyle remembers of the days when Kendall visited him at the Duluth, MN, tower.

"She was fascinated with every part of aviation. She really looked forward to my renting a plane and taking her

**'She was fascinated with every part of aviation. She really looked forward to my renting a plane and taking her flying. During those flights she always wanted me to leave areas of smooth air and find places where the air was rougher.'**

Kyle Kiefling

flying. During those flights she always wanted me to leave areas of smooth air and find places where the air was rougher."

When the time came for Kendall to select a career, her heart said "aviation," but her brain said otherwise.

According to Kiefling, since only limited opportunities were available for women in aviation at that time, Kendall decided to pursue a career in chemical engineering.

Kendall was accepted into the Engineering School at the University of Michigan. The year was 1981.

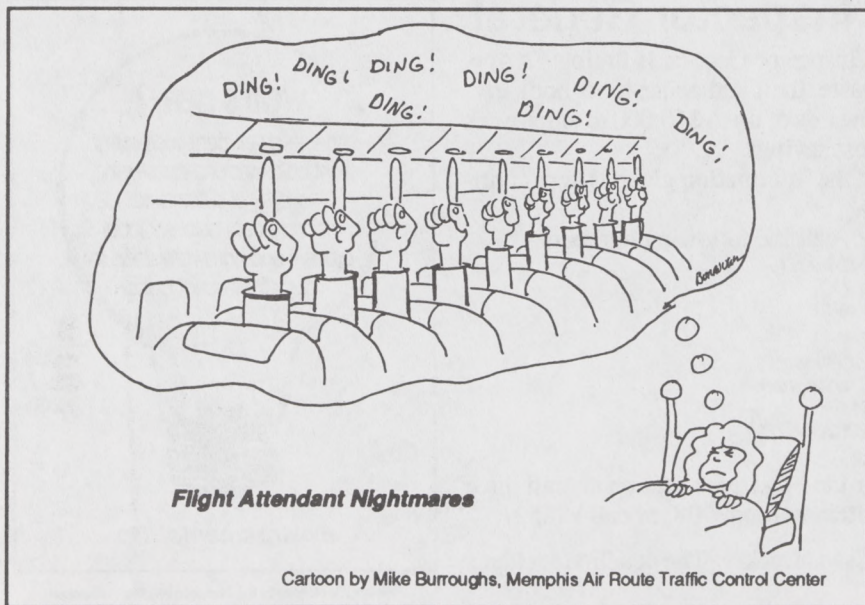
With the air traffic controller strike, Kendall decided the time was right to return to her first love - air traffic control.

In 1982 Kendall attended the FAA Academy in Oklahoma City. Following her graduation, she was assigned to the Flint, MI, tower where she became the youngest fully rated air traffic controller in the history of the FAA.

Kendall left the Great Lakes Region after being selected as a controller at Tampa tower. After about three years of working the boards at Tampa, Kendall began her term as a quality training assurance specialist.

"Needless to say, her entire family is very proud of her accomplishments in the FAA," Kiefling said.

*Thanks to Jerry Serafini of the Pontiac tower for this report.*



**Flight Attendant Nightmares**

Cartoon by Mike Burroughs, Memphis Air Route Traffic Control Center

## Aviation 'Summer Camps'

### Aviation Career Education Academy Offered at Six Locations across the Country

Here's a chance for students to learn more about aviation at aviation "summer camps" co-sponsored by the FAA.

The Aviation Career Education Academy offers information on FAA and aviation careers, an aviation ground school and courses in air traffic control, aircraft maintenance, communications and electronics at six locations across the country this summer.

There's still time for youngsters to sign-up.

Programs and fees vary at each of the six locations.

Last year's program run by Judge Robert T. S. Colby at Ft. Belvoir, VA, proved so successful that FAA Administrator James Busey wanted to continue and expand it to other parts of the country.

Here's the rundown:

#### FAA Alaskan Region Anchorage June 25 - 29

This program is for students 13 to 20 years old.  
Contact: Mary Lou Wojtalik, (907) 271-5293

#### FAA Headquarters Washington, DC July 30 - August 3

This program is for students 15 to 18 years old.  
Contact: Mary Jo Byberg, (202) 267-3465

#### Embry-Riddle Aeronautical University Daytona Beach, FL June 25 - July 11

This program is for junior high and middle school students, grades 6-9.

Contact: Dr. Patricia Corcoran  
Embry-Riddle Aeronautical University  
Center for Professional Programs  
Daytona Beach, FL 32114 (904) 239-6187

#### Embry-Riddle Aeronautical University Daytona Beach, FL July 30 - August 10

This program is for senior high school students.

Contact: Dr. Patricia Corcoran

#### Ft. Belvoir, VA August 5 - 17

This program is for students 15 to 18 years old.

Contact: Judge Robert T. S. Colby  
PO Box 21206  
Alexandria, VA 22320

#### Kansas College of Technology Salina, KS August 5 - 17

This program is for students 15 to 18 years old.

Contact: Kansas College of Technology  
c/o Continuing Education  
2409 Scanlan Avenue  
Salina, KS 67401 (913) 825-0275

#### University of Oklahoma Norman, OK August 19 - 24

This program is for 11th and 12th grade students.

Contact: Dr. Victoria Duca  
Center for Aerospace Programs  
University of Oklahoma  
1700 Asp Avenue  
Norman, OK 73037 (405) 325-1935

## Report Fraud to DOT Inspector General

In its campaign against waste, the DOT Inspector General is urging FAAers and all DOT employees to report fraud, waste, theft and abuse to its hotline.

An incentive program allows monetary awards of up to \$10,000 to employees whose information results in significant cost savings.

Employees may remain anonymous, and the information given is kept confidential.

To reach the Inspector General's Hotline, call the following numbers:

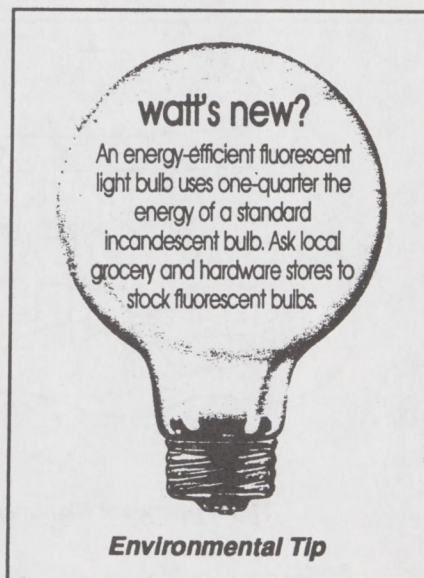
Toll Free: 1-800-424-9071  
Washington, DC  
(202) 366-1461

Information can also be sent to:

Office of Inspector General  
U.S. Department of Transportation  
PO Box 23178  
Washington, DC 20026-0178

**Three Weeks, Please.** Submit items for the *Flightplan* section at least three weeks in advance of the event. Bring the item to room 908, or call x78521.

**Wednesday Deadline.** *Intercom* is published weekly. The deadline for items is no later than 11 a.m. every Wednesday.



## FAA Remembers

**Joseph D. Blatt.** Joseph D. Blatt, 77, a retired associate administrator for development at the FAA and a recipient of the agency's Exceptional Service Award, died of cancer May 30 at George Washington University Hospital.

Blatt, a resident of Washington, was born in New York City. He graduated from the City College of New York, where he also received a master's degree in civil engineering.

In 1937 he moved to Washington and went to work for the Bureau of Air Commerce, a predecessor of the FAA. He remained with that and successor agencies throughout his federal career.

As a field engineer, he specialized in the development of airport and air traffic control facilities.

From 1957 to 1960, he was the New York regional manager for the FAA. He then returned to Headquarters in Washington.

After his retirement in 1970, Blatt became a consultant on aviation matters. Among his clients was the government of Israel.

Blatt was a fellow of the American Society of Civil Engineers, and in 1981 he received its Robert Horonjeff Award. In 1960 he was designated an outstanding graduate of City College of New York.

He was a member of the Society of Airways Pioneers, the Wings Club and the Aero Club of Washington.

Survivors include his wife of 56 years, Ethel "Eddie" Blatt of Washington.

## Flightplan

**Managers workshops.** Need help in developing performance standards for employees?

Then check out a workshop aimed at aiding managers and supervisors. The course on developing and communicating performance standards is scheduled for the following dates: *Tuesday, June 19; Monday, July 9; Monday, July 23; Monday, July 30; Monday,*

*August 6; and Monday, September 10.*

It will be conducted by TempleR, Inc., with Paul Slattery instructing.

Supervisors and managers interested in attending should contact Debbie Hensley, x78916, or their training coordinator.

The course involves one day of classroom work followed by a few hours of individual training and small group conferences.

In addition to learning how to develop performance standards, instructors show how performance management works for planning, using team communication, initiating change and evaluating results.

For employees covered by the Performance Management System, the new appraisal cycle began on April 1 and runs through March 31, 1991.

**Missile exhibit.** A new exhibit of the two most potent missiles covered under a U.S.-Soviet treaty — the U.S. Pershing II and the Soviet SS-20 — opens in the National Air and Space Museum's Milestones of Flight Hall beginning *Wednesday, June 20.*

The missiles will be displayed side-by-side.

On December 8, 1987, the United States and the Soviet Union agreed to eliminate an entire class of nuclear weapons by the signing of the Intermediate Nuclear Forces Treaty.

After more than 18 months of negotiations, the Smithsonian obtained permission in December 1989 from the U.S. Army and the Soviet Union to exchange a Pershing II training missile for an SS-20 trainer.

A similar display is scheduled to open at the Central Armed Forces Museum in Moscow at a later date.

**Money alert.** The Thrift Savings Plan open season runs through *Tuesday, July 31.*

The TSP-1, Thrift Savings Plan election form, is available in AHR-140, room 514. A pamphlet containing updated TSP information has been sent to all employees.

All elections received prior to July 1 will be effective on July 1. Elections received after July 1 will be effective

on the first full pay period after receipt in AHR-140.

If the election form is not returned by July 31, employees will have to wait until the next open season.

Ida Mack or Barbara Claytor, x78916, can answer questions on the Thrift Savings Plan.

**Black Coalition conference.** The Headquarters Chapter of the National Black Coalition of Federal Aviation Employees will host its first chapter conference on *Friday, June 22*, at the Ramada Renaissance Hotel-Tech World.

For further information, contact Marcia Adams, x73488, or Dianne Speed, x73442.

**FAA caps.** Now you can buy an FAA cap and help those less fortunate at the same time.

Several FAAers are selling caps, golf shirts, gym bags, watches, sweats and shorts emblazoned with the FAA logo.

Proceeds go to the DC Special Olympics to be held later this year.

Contact Patty Cline, x73562, or Laurie Fisher, x73561.

**Upcoming events.** Submit items to *Flightplan* section at least three weeks in advance of the event to room 908, or call x78521.

## Healthbeat

**Give blood.** The Red Cross is holding a bloodmobile at FAA Headquarters on *Wednesday, June 27*, from 9 a.m. - 2:30 p.m. in conference rooms 5 AB&C.

**Stressed out?** Help yourself feel better by contacting FAA's Employee Assistance Program (EAP).

It's easy. Just call Jerry Meade, FAA's EAP manager, x73945, or Montgomery General Hospital Employee Counseling Service Program, 774-8898, for assistance 24 hours a day, seven days a week.

Appointments can also be made by stopping by the FAA health unit, room 327, and asking for the EAP counselor.

Services are confidential and are also available to immediate family members of FAAers.

## Fathers and Daughters

### Gaddys and Vernons Span Two Generations

Kathryn Vernon's mother has a rule that's tough to keep these days.

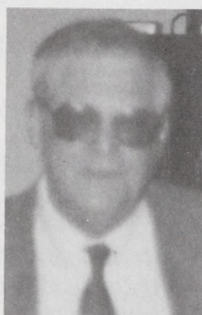
No "shop talk" at the dinner table.

Kathryn's mom has been double teamed since both her daughter and husband, Donald Vernon, work at FAA Headquarters.

Kathryn and Sandra Gaddy, another daughter who's following in her fa-



Sandra Gaddy



Don Gaddy

ther's career footsteps, are two of many women across the country who have decided to join their fathers in FAA work.

Sandra's dad is Don Gaddy.

Because imitation is said to be the highest form of flattery, both dads enjoyed a special Father's Day knowing they had been important role models for their daughters, and when fathers and daughters work for the same agency, there's usually a lot to talk about.

Kathryn Vernon put it this way: "Mom has a rule not to talk about work at the dinner table.

She has lived with my father for almost thirty-nine years and has never had to hear so much about air traffic control until I came into the agency."

Don Gaddy and Donald Vernon are both long-time FAAers – Don since 1958 and Donald for the past twenty

years. Both came to the agency from the U.S. Air Force.

During the 1950s, Don had worked at a radar unit in the Air Force. Donald's military experience had involved working in various capacities in the air traffic control area – as a controller, facility chief and area supervisor.

Today both of the men have jobs in the air traffic field: Don Gaddy, who has worked at FAA Headquarters for many years, is a supervisor in the Air Traffic Control System Command Center, ATM-220. Donald Vernon, a recent arrival at Headquarters, is a staff specialist in Air Traffic System Management, ATM-110.

Gaddy's and Vernon's daughters have also been with the FAA for a few years.



Kathryn Vernon



Donald Vernon

Sandra Gaddy, a secretary in ATM-200, worked at Headquarters for a year. She then returned to school, this time to George Mason University, where she majored in education at the middle school level. She now has been with Air Traffic System Management since October.

Sandra says she has "always been interested in aviation" because of her father's job as a controller.

Kathryn Vernon is another alumnus of the U.S. Air Force as were her father and her mother Barbara, who also had air traffic control training.

After leaving the service, her father suggested that Kathryn take the air traffic controller test, and in December 1982 she joined the FAA as a controller at the Oakland Air Route Traffic Control Center in California.

Since January 1989, she has been a Headquarters traffic management spe-

cialist in ATM-200.

Known at the towers where her father worked as "number four child, number three daughter" – a handy way to identify her position among her five sisters and two brothers – she vowed that she would never become a controller. Now a single-parent with two girls of her own, she says she would recommend the job to them.

Father's Day activities were planned in advance for Don Gaddy and Donald Vernon. Don says it's a special day at his house when the whole family gets together. Sandra confirms that she and her two sisters make plans each year for a family celebration.

Donald Vernon also knew well ahead of time what he would be doing on June 17. "Number six child, number four daughter" was married in California that day, and the Vernons who work at FAA were there.

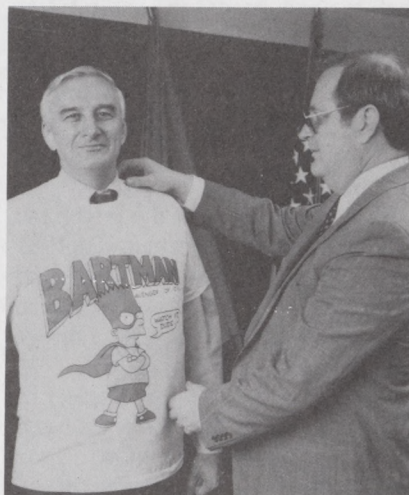


Photo by Roland Herwig

'Bartman.' Who's at the FAA Academy these days? None other than "Bart" Bartanowicz disguised as "Bartman."

Bartanowicz, superintendent of the air traffic controller training facility, recently received a T-shirt as a good-natured joke from Joseph Kisicki, director of the Office of Training and Higher Education.

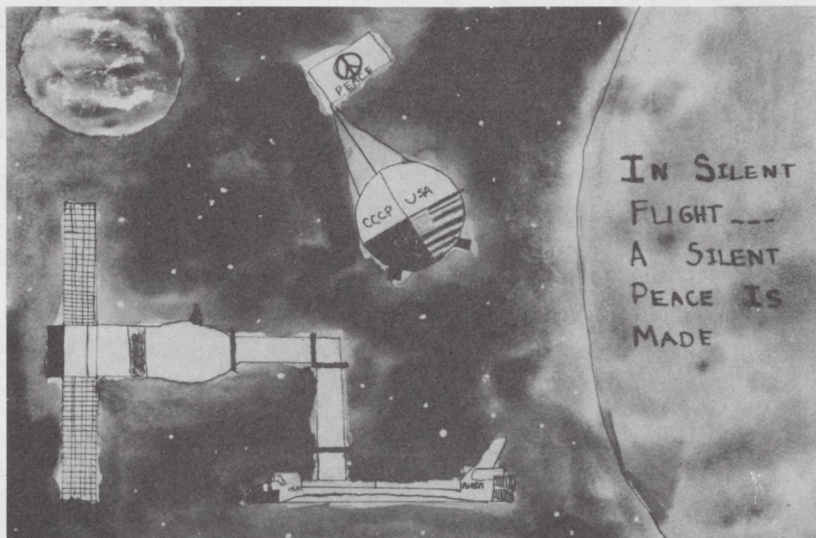
Although he's sporting the image of TV's now-famous Bart Simpson, Bartanowicz isn't taking management advice from the cartoon family.



U.S. Department of Transportation

Federal Aviation Administration

# Headquarters Intercom



Soviet-American peace is the theme of Benjamin Knorr's drawing. He won third place in the category for 9 to 12 year olds.

## Quantity Plus Quality

Young Artists:  
FAA Picks

National Winners

"I am really excited about the quantity and quality of artwork we received from young people all over the four-state region." That's how Sandra Campbell, Central Region aviation education coordinator, described the many entries that the region received for the 1990 International Aviation Art Contest.

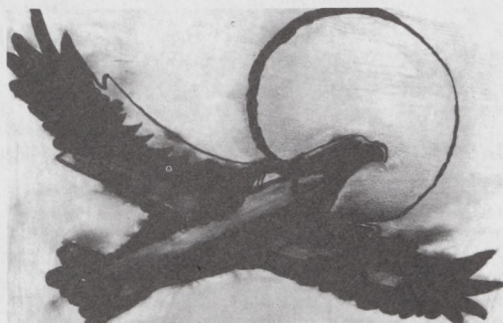
By the April deadline, Central Region alone had received 34 entries in the category for 5 to 8 year olds, 158 in the 9 to 12 age group and 18 from young people aged 13 to 16.

Central Region's response to the contest was typical of the entire country.

Drawings that won within FAA's regions were submitted to Headquarters where nine national winners were chosen.

National winners receive certificates of recognition from the FAA, the

*more Artists on page 4*



This drawing of a glider beneath an eagle is the work of Nicholas Pirog. He won second place for those 13 to 16 years old.

## The Incredible Shrinking Globe FAA Chief Urges More International Cooperation on Aviation Safety

International aviation's dramatic growth makes global cooperation on safety essential, FAA Administrator James Busey stressed recently.

Busey told aviation experts attending a June 12 meeting of the FAA and the European Joint Airworthiness Authorities it is "imperative" to achieve closer worldwide cooperation in certification and regulatory procedures.

"Let me speak frankly . . . we must move faster . . . intensify our efforts," Busey said.

"We need movement and action. It's nice to get together for a few days, but the real purpose of this conference is to

*turn to International on page 3*

## Outstanding Skills Safeer Takes over as Technical Center Director



Harvey Safeer

Harvey B. Safeer, FAA Technical Center's 12th director, has been called an "outstanding leader" set to tackle the Atlantic City facility's key research and testing programs of the 1990s - air traffic control's Advanced

Automation System and aviation security.

Safeer, named to the post by FAA

*turn to New Director on page 4*

## Highlights

**Tower Chiefs.** Kyle and Kendall Kiefling, believed to be the first father and daughter team to hold tower chief positions at the same time, were highlighted in the June 19 *Intercom*.

Here are photos of them that arrived too late to include with the story.

Kyle manages the Pontiac Airport tower in Pontiac, MI.

His daughter, Kendall, manages the Albert Whitted Airport tower in St. Petersburg, FL.



Kyle Kiefling



Kendall Kiefling

**Benefits Update.** The 1990 Employee Benefits Statement will be mailed to FAAers in early July.

Allowing time for mail delivery, all employees for whom statements were produced should have them by the end of July.

To receive a statement, employees must be covered by the CSRS or FERS retirement systems.

The information on the statement is calculated based on an "as of" date of February 24, 1990, and will be mailed to employees' W-2 addresses of record as of that date.

Those who were not on FAA payroll records or those with incomplete payroll records on February 24 will not receive a statement, and one cannot be produced for 1990.

Employees eligible to receive a statement who have not gotten one by August 7 should contact their servicing human resource management division.

Those divisions will collect this information through August 31 to produce replacements of statements lost in the mail.

**Fact-Finding Trip.** FAA Administrator James Busey left on June 16 for a 10-day fact-finding trip to three countries: Israel, West Germany and Belgium.

International aviation security is one of the main topics on Busey's agenda for discussions with his foreign counterparts.

**Global Aviation.** The world's nations can no longer afford to plan and develop their own aviation systems in "splendid isolation," FAA Administrator James Busey said during a recent speech.

Talking to a meeting of European directors of air navigation services in Washington, DC, Busey said nations have their own ideas and needs when planning for their aviation future.

He emphasized that they should "work together to fashion a world aviation system that is even more international and global in nature than it is today."

Busey said the FAA is "pledged to international cooperation across the board, and this includes the free exchange of technical information.

"Air transportation transcends national boundaries and has helped transform the 'global village' which sociologists once discussed as a concept into a virtual reality," Busey said.

**Complaints Drop.** Consumer complaints filed with the DOT against the nation's 12 largest domestic airlines totaled 826 in April, a 34% drop from March's total of 1,240.

In its monthly "Air Travel Consumer

Report," the DOT also said airlines reported that 82.2% of their flights operated on time in April, compared to 76.5% in March.

**Yuma Reunion.** "Yuma Landing...." If that phrase evokes memories, there are some folks who want to hear from you.

A reunion is being planned for all members of the Marine Corps Air Station air traffic control department and Marine Air Traffic Control Unit 38, also known as Marine Air Traffic Control Squadron 38, Detachment B, Yuma, AZ.

Interested in attending a reunion later this year? For information and to get on Yuma Landing's "most wanted list" of former workers, contact Robert Wolvington (907) 338-2350 or Glenn Murray (815) 874-7312.

**Traveling Overseas?** Traveling abroad this summer? Keep this number handy: (202) 647-5225.

It connects callers to the State Department's Citizen Emergency Center, which has prerecorded travel advisories 24 hours a day.

**Helping Victims.** If a friend or co-worker has just been raped, what do you do?

The General Services Administration has this advice.

→ Find a place for the victim to lie down. Keep her warm with a coat, sweater or blanket to protect from shock. Do not let her change her clothes or wash.

→ Call an ambulance.

→ Call the police.

→ Ask the victim if she would like assistance from a trained volunteer at a local rape crisis center. Then make the call for her.

→ Offer to call her family, roommates or friends for her. When you speak with them, be calm and sympathetic. If she does not want anyone contacted, honor her request.

→ Volunteer to accompany her to the hospital. Then stay with her until family, friends or the rape crisis center volunteer arrive.

Headquarters

**Intercom**

June 26, 1990  
No. 90-25

Pat Cariseo  
Pat Tomasetti  
Associate Editors

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## International *from page 1*

get things going. This is not a wheel-spinning, time-passing exercise."

Without more cooperation, Busey warned, aviation faces the potential of a "severe dilution of safety responsibility" as a result of the increasing multi-national nature of aircraft manufacture and operation.

Busey pledged that the FAA is "ready to make extraordinary efforts to harmonize regulations.

"We want our regulations to mirror each other. That's the only way we can have a safe international air transport system," he told the group meeting in San Francisco.

The FAA chief emphasized that international cooperation of aviation operations means working together.

"We can't do that alone. It's not a do-it-yourself project," he said.

Busey pointed to the extraordinary growth in worldwide aviation which has created "unparalleled challenges and opportunities" along with a "tremendous need to harmonize" aviation rules and standards. "The pressure is on," Busey said.

Busey said world air travel is growing at about 6% annually and that international flights will increase 50% faster than domestic travel in the 1990s.

Airlines are buying 600 to 700 new transports a year. Predictions call for 10,000 new aircraft deliveries over the next 15 years.

The Administrator said the privatization of airlines and a reduction in national limitations on foreign airline ownership are spurring international travel with many air carriers becoming world corporations.

"In addition, the end of the Cold War and the formation of the European Community will stimulate the development of a stronger, more concentrated aviation market in Europe. The level of activity there will increase dramatically," Busey said.

"We must view all aspects of the air transport system in the context of a single system of international scope and not as an unconnected collection of separate domestic systems," Busey said.

## Aviation 'Summer Camps' *Giving Students a Chance To Learn about Air Traffic Control, Aircraft Maintenance*

Here's a chance for students to learn more about aviation at special "summer camps" co-sponsored by the FAA.

The Aviation Career Education Academy offers information on FAA and aviation careers, an aviation ground school and courses in air traffic control, aircraft maintenance, communications and electronics at several locations across the country this summer.

There's still time for youngsters to sign-up. Courses and fees vary at each location.

Here's the rundown:

### **FAA Headquarters**

Washington, DC

July 30 - August 3

This program is for students 15 to 18 years old.

Contact: Mary Jo Byberg, (202) 267-3465

### **Embry-Riddle Aeronautical University**

Daytona Beach, FL

July 30 - August 10

This program is for senior high school students.

Contact: Dr. Patricia Corcoran

Embry-Riddle Aeronautical University

Center for Professional Programs

Daytona Beach, FL 32114

(904) 239-6187

### **Ft. Belvoir, VA**

August 5 - 17

This program is for students 15 to 18 years old.

Contact: Judge Robert T. S. Colby

PO Box 21206

Alexandria, VA 22320

### **Kansas College of Technology**

Salina, KS

August 5 - 17

This program is for students 15 to 18 years old.

Contact: Kansas College of Technology

c/o Continuing Education

2409 Scanlan Avenue

Salina, KS 67401

(913) 825-0275

### **University of Oklahoma**

Norman, OK

August 19 - 24

This program is for 11th and 12th grade students.

Contact: Dr. Victoria Duca

Center for Aerospace Programs

University of Oklahoma

1700 Asp Avenue

Norman, OK 73037

(405) 325-1935

## Artists *from page 1*

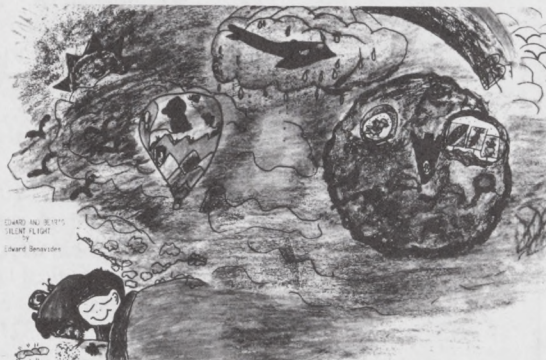
National Aeronautics Association and the American Society of Aviation Artists and compete with entries from other countries for international awards of gold, silver and bronze medals.

"Silent Flight" was the theme of the contest, sponsored by the FAA and the National Aeronautics Association in cooperation with the Federation Aeronautique Internationale (FAI).

*Angela Rogers' painting of a balloon floating over the ocean won first place for 13 to 16 year olds.*



*When Edward Benavides and his animal friends go to sleep, they dream of scores of airborne objects, everything from the sun and birds to aircraft, another planet and a hot air balloon. Edward won first place for those 5 to 8 years old.*



*The space shuttle girdles the globe in Neil Byers' artistic rendition of "Silent Flight." Neil won first place in the category for 9 to 12 year olds.*



## Winners

### Category I (ages 5-8)

#### 1st Place

*Edward Benavides*  
Los Angeles, CA

#### 2nd Place

*Jesus Castellanos*  
Inglewood, CA

#### 3rd Place

*Fernando Garcia*  
Hilo, HI

#### Honorable Mention

*Cassandra Davis*  
Bay Minette, AL

*Natalie Ponkilla*  
Newalla, OK

### Category II (ages 9-12)

#### 1st Place

*Neil Byers*  
Dillsburg, PA

#### 2nd Place

*Chris Nicholson*  
Gahanna, OH

#### 3rd Place

*Benjamin Knorr*  
Anchorage, AK

#### Honorable Mention

*Adam Friess*  
Spearville, KS

*Terra Haggard*  
Oklahoma City, OK

### Category III (ages 13-16)

#### 1st Place

*Angela Rogers*  
Monaca, PA

#### 2nd Place

*Nicholas Pirog*  
Bloomfield Hills, MI

#### 3rd Place

*Jane Davis*  
Mays Landing, NJ

#### Honorable Mention

*Erwin Bryan*  
Marietta, GA

*James Sullivan*  
Woodbridge, VA

## New Director Named for Atlantic City's Technical Center *from page 1*

Administrator James Busey, succeeds Edward Harris.

Edward Harris, a former Navy pilot who had been Tech Center Director since August 1987, moved to FAA Headquarters in May to direct the Office of System Capacity and Requirements.

Safer has been on the job since May. His appointment becomes official on July 1.

At one time a labor economist, Safer has held several senior management positions with the agency since 1974. He was director of the Management Control Service, Office of Air Traffic Evaluation and Analysis and Aviation Policy.

He also served as manager of the FAA's Quality Assurance Staff and the Aviation Policy Analysis Division.

"Harvey Safer will be an outstanding leader for the Technical Center," said Joe Del Balzo, Executive Director for System Development. "Safer's diverse management background and excellent leadership skills will give the Technical Center new direction and recognition in this time of growth and progress for the FAA."

Safer holds a master's degree in economics from the University of Minnesota and a bachelor's degree in economics from the City College of New York.

## Healthbeat

**Watch out for the 3 'poisons.'** This summer, watch out for poison ivy, poison oak and poison sumac, FAA's health clinic warns.

Booklets to help avoid these plants and cope with symptoms are available in the clinic, room 327.

Here are some tips.

If you think you were in contact with these plants, thoroughly wash the affected area.

Use special care to keep your hands away from your face, especially eyes and mouth.

Clothes should be removed and laundered in hot water and strong soap.

Pets in contact with poison ivy, oak or sumac must also be bathed because they can carry the resin for several days.

**Signs:** Normally symptoms will not develop for several days after contact. When present there is a reddening of the skin, a rashlike appearance and a burning and itching sensation.

Blisters form and ooze a watery substance. In severe cases, considerable edema and swelling will be present.

**Treatment:** Numerous commercial anti-inflammatory preparations to apply to the lesions are available.

The gels and liquids, Lidex, Rhuligel and Derma Pax, are some of the better products.

Creams cause blister "crusting," and do not dry up sores as quickly.

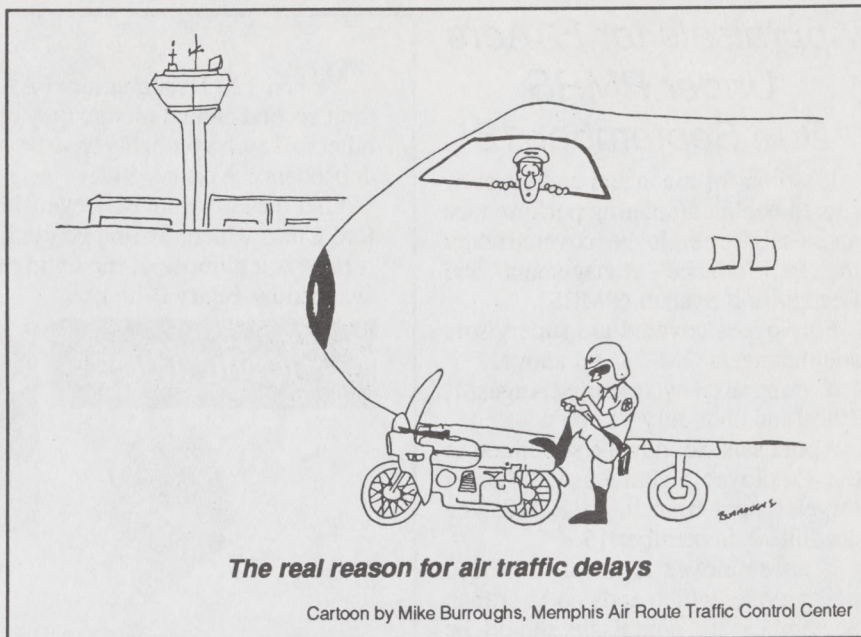
It's important to keep areas clean and avoid scratching between applications so that secondary infection does not develop.

Scratching will not spread the dermatitis once the person has bathed with soap and water.

For larger areas, cool saltwater compresses (two teaspoons of salt per quart) are helpful in relieving itching. Apply for 10 minutes four times daily.

Persons with severe problems should consult a physician.

**Warding off ticks.** The most effective prevention of lyme disease is to wear protective clothing while in the



**The real reason for air traffic delays**

Cartoon by Mike Burroughs, Memphis Air Route Traffic Control Center

woods, says Christopher Taylor, M.D., deputy regional flight surgeon in FAA's Northwest Mountain Region.

Long-sleeved clothing and high socks, or pants tucked into boots, give good protection.

Tick repellents can also be effective.

Tick removal from the skin is best done by blunt tweezers. Grasp the tick close to the skin, and pull straight out with steady, even pressure.

After removing the tick, wash with soap and water. The tick should not be handled with bare hands.

Lyme disease is globally widespread and has been acquired on every continent except Antarctica.

It is a bacterial infection and is the most common tick-transmitted illness in the United States.

It occurs most frequently during summer and fall when individuals are in the woods and most likely to get a tick bite.

Three to 32 days after being bitten by an infected tick, a raised red rash develops. Typically, this is followed by flu-like symptoms such as fatigue, headaches, stiff neck, low-grade fever and swollen lymph nodes.

Weeks to months later, neurological, cardiac and ophthalmic manifestations may develop.

Treatment, done with antibiotics,

varies depending on an individual's age and the stage of the disease.

## Flightplan

**Performance workshops.** Need help in developing performance standards for employees?

Then check out a workshop aimed at aiding managers and supervisors. The course on developing and communicating performance standards is scheduled for the following dates: *Monday, July 9; Monday, July 23; Monday, July 30; Monday, August 6; and Monday, September 10.*

Supervisors and managers interested in attending should contact Debbie Hensley, x78916, or their training coordinator.

The course involves one day of classroom work followed by a few hours of individual training and small group conferences.

In addition to learning how to develop performance standards, instructors show how performance management works for planning, using team communication, initiating change and evaluating results.

For employees covered by the Performance Management System, the new appraisal cycle began on April 1 and runs through March 31, 1991.

## Appraisals for FAAers Under PMRS Due September 15

It's time for managers and supervisors to begin completing performance appraisals for employees covered under the Performance Management and Recognition System (PMRS).

Employees covered are supervisors and managers GM-13 and above.

The appraisal cycle started August 1, 1989, and ends July 31.

Appraisals can now be submitted to the Employee Relations and Career Development Branch, AHR-140. The deadline is September 15.

If an employee is on an extended rating cycle, which ends no later than September 30, appraisals should be submitted to AHR-140 by October 3.

Employees must be on an extended rating cycle when they have not occupied their current position or when they have not been under elements and performance standards for 90 days as of July 31.

In addition, all nominations for unusually outstanding performance awards must be submitted to AHR-140 no later than August 8.

For more information, contact Debbie Hensley, x78916.

## Feedback

**Extra copies.** If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

**Right number?** At FAA Headquarters, Management Systems administers the distribution of the *Intercom* on an "all employee count" basis.

This means that each employee should receive one copy.

If your office is not receiving the proper number of newsletters, it may not be getting the right number of other mailings.

Contact *Bernida Williams* in Management Systems, or the distribution representative for your office or service to update your organization's distribution.

When 120 Headquarters FAAers who work in Air Traffic enjoyed their second annual picnic, they brought the spirit of giving to scores of other folks who probably have never stepped through the doors at 800 Independence Avenue, SW.

After the Fort Hunt Park event on June 8, extra food was donated to the Red Cross which distributed the goodies to the area's homeless people.

Here is a glimpse of the outing through these picnic pics. Most were snapped by Henry Butler.

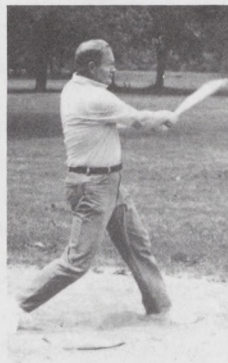
### Picnic Pics



Janice Gibson: one of 120 Air Traffic picnickers.



Rocco Cangelosi and his wife lounge in the shade.



Air Traffic's boss, Bill Pollard, takes a swing during a softball game.



Air Traffic picnickers, above and below, watch co-workers' softball prowess from the sidelines.



Henry Butler waits for Bill Pollard's hit.