

New Security Chief at DOT

Civil Aviation Security Elevated to Assistant Administrator Post

Several new top-level security positions have been set up in the DOT and FAA.

An Office of Intelligence and Security has been established within DOT Secretary Sam Skinner's immediate office.

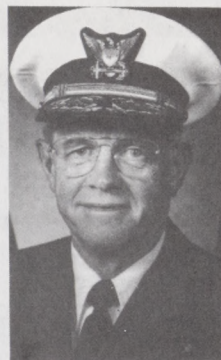
At the FAA, an Assistant Administrator for Civil Aviation Security now reports to the Administrator, and a Director for Security Research and Development is being set up at the

Technical Center in Atlantic City.

The DOT Intelligence and Security Office will oversee security policy and strategic planning for Departmental security initiatives with emphasis on aviation and maritime security.

Skinner has tapped U.S. Coast Guard Vice Admiral Clyde E. Robbins to serve as the office's first director.

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Clyde Robbins

July 3, 1990



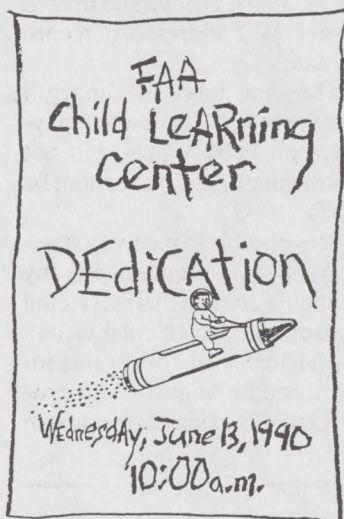
U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

Working Parent's Top Concern

FAA Opens Another Child Care Center



This flier announced the opening at the Aeronautical Center of the agency's largest child care center.

dedicated to opening more centers because they make "good sense" for workers and the agency.

"We will continue to push for child care centers as money becomes available and we can get them built," Whittington said at the dedication ceremony.

With centers near their workplace, Whittington said, "mothers and fathers are able to do their jobs better, knowing their children are safe, are nearby, and are learning.

"By alleviating a working parent's primary concern -

turn to Child Care on page 3

The FAA has opened another child care center, and it envisions adding several more in locations across the country in the next few years.

The new Child Learning Center at the Aeronautical Center in Oklahoma City is the largest and first child care facility to be built "from the ground up" by the FAA.

It was officially dedicated by top agency officials on June 13.

Bob Whittington, Executive Director for Administration and Resource Management, said the FAA is committed

FAA Celebrates Diversity

Twelve-year-old Rashmi Mullur performs a Far East Indian dance in the FAA Headquarters lobby. Rashmi helped the agency celebrate its ethnic diversity during recent events commemorating Asian Pacific American Heritage Month. More photos on page 6.



CBS Paints 'False Picture'

FAA Sets the Record Straight about 60 Minutes Bogus Parts Telecast

60 Minutes, the CBS Sunday news program, has painted a "false picture" of the FAA's fight against bogus aircraft parts.

The telecast, an FAA official said, may have promoted an unfounded fear of flying for many viewers of the recent show.

One segment of the program focused on counterfeit aircraft parts, a problem being "aggressively addressed" by the FAA and the aviation industry.

turn to Broadcast on page 3

Highlights

'Hub' Investigation. The Justice Department is investigating several airlines to determine whether they have violated antitrust laws.

The investigation focuses on fares charged at "hub" airports where a specific airline has the lion's share of passenger traffic.

USAir disclosed that its operations at the Greater Pittsburgh International Airport have come under scrutiny, but the Justice Department won't identify the other airlines and airports under investigation.

Since airline deregulation, carriers have set up more hubs – airports that are centers for a large number of incoming and outgoing flights with destinations to and from other cities.

While some airports serve as hubs for more than one airline, many are dominated by a single carrier.

Preventing Accidents. Cutting general aviation accidents was the theme of a recent Washington Headquarters get-together for accident prevention coordinators from FAA's regions.

The meeting focused on the new "Back to Basics II" program, a five-year accident prevention plan that kicked off earlier this year and FAA's general aviation remedial training.

FAA Administrator James Busey, who addressed the coordinators, stressed promoting aviation education programs in secondary schools to attract future pilots and mechanics.

Busey emphasized that general aviation safety and compliance can be achieved without the FAA using a "black hat" approach.

The meeting was hosted by Mike Sacrey, manager of AFS-20, General Aviation Staff. Gary Koch, national accident prevention coordinator, explained the two safety programs at the June 4 meeting.

Top Level Support. Deputy Administrator Barry Harris recently talked to a group of 91 accident prevention specialists meeting in Washington as

part of the Flight Standards District Office managers' compliance seminar.

Harris' planned 15-minute talk stretched into an hour-long question-and-answer session.

Many FAAers attending the Harris session said the strong support for accident prevention programs by FAA's top management is a boost for morale in the field.

The meeting was hosted by Mike Sacrey of AFS-20, General Aviation Staff.

Leave Stats. Ever wonder how your annual and sick leave compares with that of other federal workers?

The Office of Personnel Management collects extensive leave data from executive branch agencies, including the FAA.

Here's what they found out for the 1989 fiscal year.

Last year, all federal agency employees used more than 120 million days of leave with a dollar value of \$14 billion.

Of that, they used 59 million days of annual leave and 24 million days of sick leave.

Many federal workers, however, regularly lose annual leave, OPM reports, because of the 240-hour maximum carryover to the next leave year.

In 1989, they forfeited 811,000 days of annual leave with a value of \$94 million in wages.

Governmentwide, 166 million days of sick leave were unused and carried over to 1990. In 1989, nine million days of sick leave were credited to increase retiring employees' annuities.

Last year, the average employee used:

- ➔ 21 days annual leave
- ➔ 8 days sick leave
- ➔ 10 days holiday leave
- ➔ 2 days administrative leave

Helping Victims. Rape victims aren't the only ones affected by sexual assault.

Others, including co-workers, feel the impact, too.

Here is some advice from the General Services Administration on what to do when a co-worker returns to work after being raped.

- ➔ Show her that you care for her well

being.

➔ Take your cue from her. If she wants to talk about her experience, lend a sympathetic ear. If she wants to keep it to herself, don't pry.

➔ Give your support by spending time with her. Have dinner, go shopping or take in a show. Offer to be with her. She might be afraid to be alone.

➔ Be understanding when she needs time off for medical appointments, police follow-up and court appearances.

➔ Rape victims often feel guilty that they didn't do enough to fend off the attack. Encourage her not to feel guilty.

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 for retirement by the CSRS or FERS.

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.

Headquarters

Intercom

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Broadcast on Aircraft Parts Misleads Viewers *continued from page 1*

60 Minutes interviewed Tony Broderick, Associate Administrator for Regulation and Certification, for a May 20 broadcast but cut out many of his on-camera factual comments.

In response to the telecast, Hugh O'Neill, Assistant Administrator for Public Affairs, disputed the program's contents in a letter to the program's producer.

"Facts can indeed be troublesome, and apparently when 60 Minutes makes up its mind, it doesn't want to be bothered with the facts," O'Neill said in the letter.

Here are the points made in FAA's rebuttal to CBS:

→ Broderick made it clear on camera that the potential problems associated with bogus parts were real and were being aggressively and effectively addressed by FAA and the industry.

Yet, CBS edited out those explanations. Instead it presented a false picture of FAA as being unaware of the situation and doing nothing about it.

→ There have been no civil aviation accidents in the United States attributable to the failure of a counterfeit part.

→ 60 Minutes reporter Ed Bradley presented a clear and concise definition of "bogus parts" as counterfeit parts made to look like the real thing.

Yet, for some reason, he quickly shifted the focus to possible problems related to improper or incompetent maintenance.

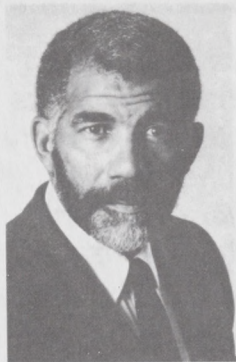
"Presumably he did this because the evidence clearly showed that FAA and industry efforts have successfully prevented counterfeit parts from causing accidents," O'Neill said.

"This tack served to cloud the issue and reinforce the preconceived story line that bogus parts cause accidents."

→ An FAA computer list that Bradley presented as the "smoking gun" was a "cheap ploy."

Bradley and Broderick discussed on camera several accidents and incidents on the list, none of which was caused by a bogus part.

The first accident listed, for example, was caused by a faulty carburetor problem, not a bogus part. Broderick ex-



The FAA has challenged 60 Minutes reporter Ed Bradley's broadcast.

plained this, yet Bradley chose to ignore it and went ahead with the "evidence" that FAA is not aware of its own data or is trying to cover it up.

→ In discussing criminal cases, Broderick explained on camera the aggressive stance FAA has taken in assisting the Department of Justice in the apprehension and

'Facts can indeed be troublesome, and apparently when 60 Minutes makes up its mind, it doesn't want to be bothered with the facts.'

Hugh O'Neill

Assistant Administrator for Public Affairs

prosecution of the criminals involved in every counterfeit parts case cited.

However, Bradley ended up characterizing FAA's response this way: "The FAA may not think it's a big problem, but the Justice Department does."

→ Broderick made it quite clear on camera that in every case where counterfeit parts or those with fraudulent records are alleged to have been used, FAA quickly performs a technical review and orders tests.

When analysis indicates a potential hazard, the agency orders the parts to be removed from service.

→ In one case, for example, the tests were extensive, involving around-the-clock shifts in which analysts pored over every bit of suspect hardware produced as far back as 15 years ago.

→ Bradley failed to mention that FAA had revoked the certificate of a

California-based repair station certified by FAA, after finding that the company had been involved in marketing and selling unauthorized parts.

Bradley had the information, yet chose not to use it.

"In fact, none of this pertinent background information was presented to the viewing audience," O'Neill said.

"Instead, Mr. Bradley chose simply to dismiss the entire matter with the bogus statement that 60 Minutes had waited four weeks for FAA's analysis of the data -- data that Mr. Broderick had analyzed for him on camera.

"All this is enormously disappointing and frustrating to the FAA because the records clearly show that the government's strong, vigilant action has helped keep bogus parts from becoming a cause of accidents in U.S. commercial aviation," O'Neill said.

Child Care *from page 1*

child care -- they can focus complete attention on the job, which can lead to increased productivity and job satisfaction."

In addition to the new facility in Oklahoma City, child care centers serve these FAA locations:

- Washington Headquarters
- Great Lakes Region Headquarters
- Atlantic City Technical Center
- Central Region Headquarters
- Seattle Air Route Traffic Control Center

The Central Region and Seattle facilities are administered by the General Services Administration.

By the end of the 1991 fiscal year, the agency plans to have completed centers to serve the Alaskan Region Headquarters and the Oakland Air Route Traffic Control Center.

Another child care facility at the Jacksonville Air Route Traffic Control Center has been approved pending funding authorization.

Long-term policy focusing on the building and funding of child care centers at all area control facilities is being developed by representatives of

more Child Care on page 4

Aviation Security Now a Top Post at FAA

Robbins comes from the Pacific Area and Maritime Defense Zone where he was commander.

He is an active pilot and former chief of operations at the Coast Guard where for three years he was responsible for intelligence and security programs.

Robbins is a graduate of the Coast Guard Academy and National War College and received numerous honors including the Distinguished Service Medal, Air Medal, President's Medal and the Legion of Merit.

"I cannot think of anyone who is more ideally suited to help us win the war against terrorism in our skies and on our seas," Skinner said.

Robbins will report directly to Skinner.

The Office of Intelligence and Security will build on existing aviation and maritime security and intelligence offices, coordinating security policies and strategies and sharing technical expertise among transportation modes.

Robbins will also serve as the Department's chief liaison in working with other government intelligence and law enforcement agencies, including the National Security Council.

At the FAA, Administrator James Busey announced the new position of Assistant Administrator for Civil Aviation Security that reports directly to the Administrator.

The post was elevated from the office director level. It will coordinate closely with DOT's new Office of Intelligence and Security.

Monte Belger, Associate Administrator for Aviation Standards, is serving as Acting Assistant Administrator for Civil Aviation Security until a permanent selection is made.

Busey said the move provides "... greater visibility for the civil aviation security function within the FAA and increased executive oversight and accountability."

Busey said his decision to create a Director for Security Research and Development would boost FAA's efforts to find better ways to fight terrorism.

Busey said he will convene a govern-

'... these initiatives represent building blocks in a system that will justify even higher levels of passenger confidence in the safety of air travel, already the safest mode of transportation by a wide measure.'

Sam Skinner
DOT Secretary

ment team of researchers, security specialists, engineers and explosives experts to recommend an integrated security and development program which would be implemented by September 1.

In another move to improve security measures, Busey has proposed new requirements which would:

→ Replace older, less sensitive x-ray

continued from page 1

machines with more sophisticated ones that meet higher detection standards for carry-on baggage.

→ Elevate standards for metal detectors used to screen passengers.

→ Require positive passenger bag match and further inspection of unaccompanied bags for international flights leaving the United States.

→ Require airlines to report to the FAA all threat information received that could affect U.S. civil aviation.

"Taken together these initiatives represent building blocks in a system that will justify even higher levels of passenger confidence in the safety of air travel, already the safest mode of transportation by a wide measure," Skinner said.

The DOT's and FAA's decision to create new security positions was initiated, in part, as a response to recommendations made by the President's Commission on Aviation Security and Terrorism.

Both the DOT and FAA are reviewing the commission's report.

Child Care Centers Multiplying *from page 3*

Air Traffic, Airway Facilities, the Office of Labor and Employee Relations and the NAS Program Management Service.

In the near future, the DOT will issue a child care center policy and operations manual and a child care referral directory.

The directory will provide phone numbers, addresses and other information on local day care in areas where DOT and FAA child care centers do not exist.

Opening more centers is important, FAA officials say, also because of dramatic shifts in the nation's workforce.

By the year 2000, it is estimated that 47% of the entire U.S. workforce will be women, and 61% of all women will be at work.

Between now and the year 2000, it is estimated that women will comprise about three-fifths of all new entrants into the labor force.

'We will continue to push for child care centers as money becomes available and we can get them built.'

Bob Whittington
Executive Director for Administration
and Resource Management

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.

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

Flightplan

A piece of Mars? An ordinary looking, two-inch chunk of gray rock, now on display in the Smithsonian's National Air and Space Museum, may have extraordinary origins.

Geologists believe it may be a piece of the planet Mars.

The rock is featured in a new exhibit in the museum's "Exploring the Planets" gallery.

The rock, a rare type of meteorite, was discovered in Antarctica in 1979.

Performance appraisals. 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 *Monday, September 10*, not September 15 as reported in the last issue of *Intercom*.

If an employee is on an extended rating cycle, which ends no later than September 30, appraisals should be submitted to AHR-140 by *Wednesday, 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 *Wednesday, August 8*.

For more information, contact Debbie Hensley, x78916.

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,*

Headquarters Getting a New Roof

If you have heard strange noises on the roof over the past few weeks, it's because a contractor, hired by the General Services Administration, is replacing the roof on FAA Headquarters.

The project is expected to take 10 to 12 months to complete and will stop leaks that have been springing up over the past few years.

Occasionally there will be some odor caused by hot tar although the contractor is making every effort to keep the odor to a minimum.

The Headquarters Building Management Division, ALG-500, urges FAAers to keep clear of work areas on the side and back of the building to avoid possible injury.

Have any questions about the project? Contact Steve Brandon, ALG-500, x78855.

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.

Open season. 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.

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.

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.

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.



This group helped make the annual event a success. They are, kneeling, karate experts Herman Drost and Michael Lam, ASM-320. Standing, left to right: Gloria Nicks, ATO-120; Frances Owan; Susan Dion, ARP-12; Mary Nakahara, AIA-1; Rashmi Mullur; Jamil Abbasi, ASD-20; Kenneth Chin, ASF-10; Al Mendez, ACR-3; Alice Wong, AOR-110; Matthew Asai, ALG-310; Hoang Tran, ASE-210; Shung Huang, AMS-420; and Leticia MacDonald, APR-300. The event was sponsored by the Headquarters Asian Pacific American Heritage Committee and the Office of Civil Rights.



Dorothy Berry, AHR-2, left, presents FAA Administrator James Busey's Asian Pacific Heritage proclamation to Alice Wong, AOR-110.

FAA Celebrates Asian Pacific Heritage



After entertaining FAAers with a Far East Indian dance, Rashmi Mullur posed with her parents and sister who attended the celebration in the FAA Headquarters lobby.



Mary Nakahara, AIA-1, left, and volunteer Frances Owan wear colorful ethnic prints to celebrate Asian Pacific heritage.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

III
24-26

Climbing FAA's Career Ladder *Some Suggestions for Success*



Joe Del Balzo

Ever feel stuck in a dead-end job at the FAA?

Then it's time to make a quick change. There are lots of other tasks to do and opportunities for challenging new jobs at the agency.

That's the advice of Joe Del Balzo, Executive Director for System Development.

Del Balzo, an FAAer for 32 years, drew on his agency experience to give career advice to those attending the recent Federal Women's Program Committee annual salute to FAA Headquarters managers.

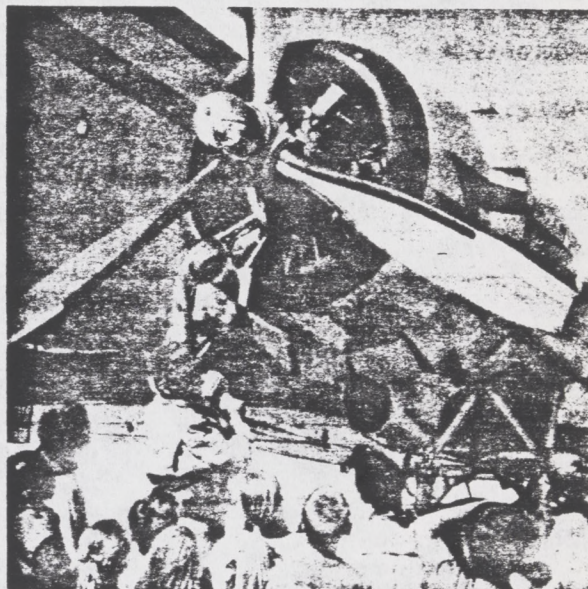
"We have some real problems in the FAA regarding female career development," Del Balzo said.

They include:

→ Vestiges of the "World War II mentality," when managers did not consider women a vital part of the workforce.

→ No clear career path for women to GS-14, GS-15 and SES positions, especially from secretarial and other general administrative jobs.

turn to **Suggestions** on page 4



Getting a Close Look

A young girl gets a close look at an engine on the FAA's vintage DC-3 thanks to a lift from pilot Gene Basden. Every year, thousands of youngsters get a chance to examine the restored aircraft, N34, at airshows across the nation. It's part of the agency's aviation education program.

During this appearance, 260 school children toured the aircraft.

III
21-22

Alcohol and Drugs: Greatest Threat to Transportation Safety

Aviation and Highway Deaths Decline; Rail, Marine and Pipeline Fatalities Rise

During 1989 aviation fatalities declined slightly in the United States, the National Transportation Safety Board reports.

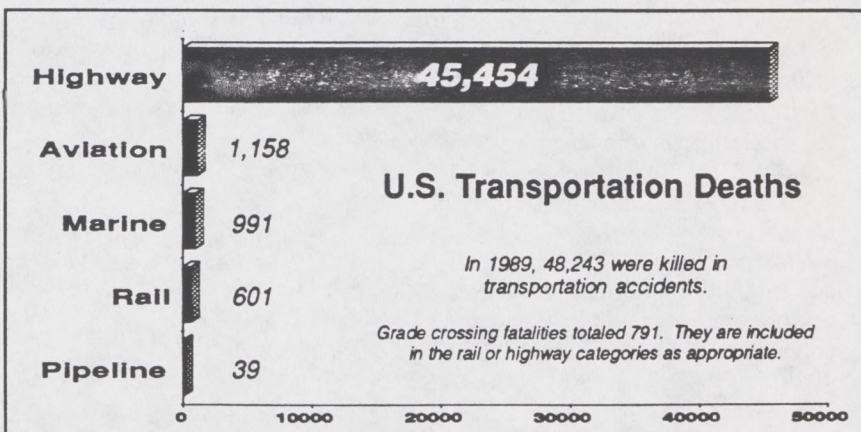
NTSB statistics show that 1,158 died in aviation accidents last year, two less than the previous year.

General aviation deaths totaled 763, the lowest ever recorded annually and down from 796 in 1988.

Air carrier accidents claimed the lives of another 277, down from 285 in 1988.

Fatalities rose for commuter and air

turn to **Fatalities** on page 2



Highlights

Near Midairs Drop. For the first five months of 1990, near midair collision reports by pilots dropped 28% compared to the same period last year.

From January through May, pilots reported 173 near midairs compared to 240 for the first five months of 1989.

Pilot deviations showed a 4% decline from 1,020 for the January-May period last year to 980 for the first five months of 1990.

Public Affairs Update. Paul T. Steucke, Sr., has been selected as the new manager of FAA's Public and Employee Communications Division, APA-300.

He is expected to report for duty at Washington Headquarters in August.

Steucke, public affairs officer for the Alaskan Region, replaces John Leyden who retired at the end of last year.

Steucke is a career public servant with 26 years of service, 16 of which have been in Alaska.

He has also served in various public affairs positions for the Alaska Land Use Planning Commission, the U.S. Water Resources Council, Federal Inspector of the Alaska natural gas pipeline, U.S. Forest Service and the USDA Agricultural Research Service.

He is a commercial and fine artist with numerous one-person showings at art galleries and has a bachelor of fine arts degree from Virginia Commonwealth University, Richmond, VA.

He and his wife, Annette, have four grown children and several grandchildren.

Technology for the Disabled. The Office of Management Systems is identifying the needs of disabled FAAers for specialized computer equipment to be added to the Office Automation Technology and Services (OATS) contract.

Vision-impaired, hearing-impaired and mobility-impaired FAA employees interested in providing input should contact Bev Bond, AMS-340, FTS 267-9997, or Vi Wimbush, AMS-340, FTS 267-9998.

General Aviation Survey. The FAA will conduct a two-part survey of general aviation activity at 300 airports in July and August with the help of the Civil Air Patrol.

The survey, consisting of a brief pilot interview and an airport traffic count, is the sixth joint effort between the agency and the CAP since 1972 and will update and expand the findings of previous surveys.

The FAA uses the information to estimate the volume of general aviation flying and assess the need for aviation development.

General aviation pilots, including air taxi and commuter airline pilots, will be asked by CAP cadets to give general information about the length and purpose of their flights, use of FAA facilities and flight time and fuel consumption. They will not be required to give their names or aircraft identification numbers, and no aircraft identification numbers will be recorded.

The airport traffic count will record the time of aircraft takeoffs and land-

Fatalities Decline on Highways *from page 1*

taxi operations.

The NTSB reported 32 deaths attributed to commuters, up from 21 in 1988. Air taxi deaths totaled 86 in 1989, up from 58 in the previous year.

Fatalities for all modes of transportation totaled 48,243 in 1989 — a drop of 3% from last year's 49,904.

Highway fatalities, which account for about 95% of all U.S. transportation deaths, fell more than 3% last year, from 47,087 to 45,454.

This is the first drop in highway deaths after a three-year upswing.

Two segments of highway traffic that showed the largest drop in fatalities were passenger cars and motorized cycles.

Here are the highway death statistics:

Passenger cars — 24,929
Pickup trucks and vans — 8,513
Pedestrians — 6,525
Motorized cycles — 3,137
Large trucks — 852
Pedalcycles — 830
All others — 668

"While the decline in highway fatali-

ties is heartening," NTSB Chairman Jim Kolstad said, "the number of people killed in alcohol- and drug-related accidents on the highway is still totally unacceptable. Alcohol and drug abuse continues to be one of the greatest threats to transportation safety facing our nation."

Here are other statistics on transportation fatalities.

➔ Grade crossing accidents — involving trains and highway vehicles — accounted for 791 fatalities in 1989, up almost 15%. This is the highest number of grade crossing fatalities since 1980 when 833 died.

➔ Rail fatalities rose almost 7%, from 563 to 601.

➔ Reductions in fatalities were recorded in both commercial shipping and recreational boating, resulting in a decline of nearly 8% in marine fatalities, from 1,074 to 991.

The 896 recreational boating fatalities were the lowest ever recorded.

➔ Fatalities resulting from pipeline accidents doubled, from 20 to 39.

International Flights. The DOT has approved Lufthansa German Airlines' application to fly between Frankfurt, West Germany, and Charlotte, NC. Lufthansa must begin service within 90 days.

In announcing the new service, DOT Secretary Sam Skinner said, "We have begun to tear down the walls that prevent open skies around the world."

The Lufthansa award is the third under DOT's new international program. A fourth application is pending.

"We welcome requests from other foreign carriers," Skinner said.

On June 8, DOT approved Chilean carrier Ladeco's request to fly between Santiago, Chile, and Washington, DC.

On March 27, DOT approved a request by KLM Royal Dutch Airlines to fly between Amsterdam and Baltimore.

Swissair has applied to provide service between Zurich and Philadelphia.

Keeping FAA's Training Up-to-Date: CMD Wants Input

To keep courses at the Center for Management Development (CMD) technically correct and up to date, the Office of Human Resource Development and the CMD put together a team of FAA subject matter experts (SMEs) from FAA Headquarters, regions and the Aeronautical Center.

Each subject matter expert is matched to a faculty member, who is on contract to the Palm Coast, FL, facility.

The SMEs will review their areas of expertise and will route relevant information to their CMD matchup.

SMEs will also answer inquiries from course developers and instructors about the effectiveness of the materials and methods used.

This process will enrich the school's existing materials and methods of instruction as well as keep the CMD's training program current.

Operational information that may be useful for the center to incorporate into its learning materials should be forwarded to the SMEs. They will relay the information to CMD faculty and course developers.

The following handy list gives the key resource person to contact with input for a wide range of subject areas. FTS phone numbers are included.

If the information is mailed, include the identification "CMD SME Proposal" on the envelope.

- Air traffic, enroute**
Bruno Clunich (ATZ-220), 267-9214
- Air traffic, tower**
Kathy Vargo (ATZ-220), 267-9214
- Aircraft certification**
Jack McGrath (AIR-100), 267-9580
- Airway facilities**
Betty Jones (ASM-4), 267-3056
- Budget, straightlining**
Jane Mayne (AHR-10), 267-7475
- Candidate development
(SES Identification & development)**
Chris George (AHR-20), 267-8886
- Conduct & discipline**
Carol Nero (ALR-200), 267-3987
- Culture change**
Barry Williams (AHD-100), 267-3939
Bill Masters (AHD-100), 267-8844
- Directives**
Bob Lowe (AMS-420), 267-9940
- Drug program**
Hametta Williams (ALR-200), 267-7207
- Employee Assistance Program**
Frank Pirhalla (ALR-200), 267-3976
Rob Ramsey (ANM-11), 446-2309
- Employee Assistance Program,
Air Traffic**
Ken Mays (ATZ-220), 267-9366
- Employee benefits/insurance programs**
Ginny Bachman (ALR-200), 267-3988
- Employee survey feedback**
Allyn Hertzbach (AHD-100), 267-8103
Lilith Ren (AHD-100), 267-3940
Bob Turner (AHD-100), 267-7614
- Equal employment opportunity**
George Gordon (ACR-2), 267-3259
Joyce Lee (ACR-3), 267-3259
Patricia Webster (ACR-3), 267-3259
Dave Bonnick (AAC-9), 747-4381
- Flight service stations**
Ken Mays (ATZ-220), 267-9366
- Flight standards**
Bill Cooper (APR-130), 267-8005
Gwen Jones (AHT-200), 366-7200
Lionell Driscoll (AFS-6), 755-2938
- Freedom of Information Act**
Lisa Backus (AGC-110), 267-3362
- Human resources planning, NAS Plan
Capital improvements:**
Shelley Thomas (AHD-300), 267-8098
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- Tech review:**
Brenda Boone (ANS-120), 267-7312
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Juan Amador (AWP-17), 984-1254
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Management**
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- Legal**
Dan Long (AGC-205), 267-3144
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Carol Hugh (AHD-210), 267-7831
- SIDP, general**
Larry Lackey (AHD-210), 267-3934
- SIDP, security/aircraft certification**
Karen Rymer (AHD-210), 267-7830
- Time & attendance**
John Brown (AAA-100), 267-8938
- Total quality management (TQM)**
Wes Toler (AMS-500), 267-8060
Kai-Peter Koenig (AHD-100), 267-7232

Thanks to Dr. Roberta Sappington, program management specialist at the Center for Management Development, and Roland Herwig, Aeronautical Center Public Affairs Office, for this information.

Suggestions for Career Success at FAA

continued from page 1

→ Women often must clearly prove their past experience, while men merely have to demonstrate their future potential.

→ There is often an emphasis on a college degree and a stigma unfairly attached to those without parchment displayed on an office wall.

While Del Balzo said he doesn't have any "simple or pat answers to overcome these problems," he gave some suggestions.

Here they are:

→ Education and training, with or without a formal degree, must be a continuing process and taken in a series of continuing doses.

FAA is a government leader in sponsoring employee training. It is short-sighted not to take advantage of opportunities. Continuing your education won't guarantee success, but not continuing may impose a severe penalty.

→ The job or the organization you're in today isn't necessarily the one in which you will find success tomorrow.

If you sense you're in a dead-end position, change quickly. FAA has a lot of work to do. There are many voids to fill. Opportunities are there, so be alert to them.

Opportunity does not always knock on the door. It may be leaning against the wall just waiting to be noticed.

→ Learn how to write and speak clearly and persuasively. Learn how to make interesting presentations and participate in meetings. Effective communications skills are key to one's success.

→ Don't be afraid of risks. There is nothing truer than the adage: "Nothing ventured, nothing gained." The trick is to choose which risks are worth taking – and when – and which risks are not worth taking – and why.

"The FAA can lay out a number of career development options, but only you can make a career development choice," Del Balzo said, "but relax. Unlike death and taxes, decisions are not irreversible. Choices do come back! Change is more often a virtue than a vice."

Del Balzo also urged FAAers to

'The FAA can lay out a number of career development options, but only you can make a career development choice. But relax. Unlike death and taxes, decisions are not irreversible. Choices do come back! Change is more often a virtue than a vice.'

Joe Del Balzo
Executive Director for System Development

become "champions of change" – never satisfied by what is, but always turned on by what can be.

"Let us strive to make FAA an agency that encourages a place and allows time for thinking and dreaming and

striving for higher levels of performance," he said.

As "champions of change," Del Balzo said, FAAers should be determined to reverse the agency's "disappointing" statistics on female grade rankings and management opportunities for women and to become more sensitive to the special needs of many women – the need for flextime, part-time work, child care and job sharing.

He said the agency should make sure that recruitment will always be decided by character, ability and experience – not by gender, color or ethnic background and that people will always be judged by their intellect, not by their standing in the "good-ol'-boy" network.

"And finally," Del Balzo said, "let's be determined to make working at FAA the envy of the rest of government and industry – and to attract into FAA a waiting list of 'the best and the brightest' anxious to join the ranks."

Photos of the Federal Women's Program Committee's award-winning managers will appear in an upcoming issue of Intercom.

800 Independence Avenue, SW

Flightplan

Money briefing. A lunchtime briefing will be held on *Tuesday, July 24*, to explain the Thrift Savings Plan in conference room 8A&B.

Topics to be discussed include:

- An overview of the Thrift Savings Plan,
- Participating in the TSP,

Headquarters
Intercom

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Pat Tomasetti
Associate Editors

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- Understanding the plan's tax advantages,
- Understanding agency contribution,
- Understanding your TSP account,
- Your investment options,
- Understanding interfund transfers,
- Getting your money out,
- Plan annuities,
- The loan program,
- Other plan information.

The briefing is sponsored by the Employee Relations and Career Development Branch, AHR-140.

Any questions? Contact Ida Mack or Barbara Claytor, x73881 or x73873.

The Thrift Savings Plan open season runs through *Tuesday, July 31*.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event. Bring them to room 908, or call x78521.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Kids' Stuff

Work and play don't mix, at least most of the time, but top FAA officials did some on-the-job kids' stuff recently. "Mac" McClure, left, director of the Aeronautical Center, and Bob Whittington, Executive Director for Administration and Resource Management, helped dedicate FAA's newest and largest child care center in Oklahoma City. Last month, the center's children gave them a tour.



Photo by Jean Hunter

Calming Fears Air Traffic Controller Turns Airborne Social Worker

Henry Oltman won't forget his first cockpit familiarization flight for a long time.

He spent most of his time calming a distraught passenger — an act that averted a potentially disruptive flight and won him praise from United Airlines.

Oltman, a controller at California's Hawthorne Automated Flight Service Station, was in the cockpit during a recent United flight from Honolulu to Los Angeles.

After the 747 reached cruising altitude, a concerned flight attendant told the captain that a frightened passenger was acting irrationally and had begun yelling that the plane had been hijacked.

Oltman volunteered to accompany
turn to Controller on page 2

\$2,000 Time Saver FAAer Takes the Trouble out of Troubleshooting

Richard Moran had a good idea that saves electronics technicians hours of time and that made him \$2,000 richer to boot.

Moran, who works at Missouri's Joplin Airway Facilities Sector Field Office, recently was awarded the cash by the agency for a suggestion that helps technicians pinpoint problems when an airport localizer/glide slope monitor goes out.

FAA Headquarters approved Moran's technique for widespread use throughout the agency.

In plain language, here's the problem Moran tackled.

turn to Time Saver on page 2

Tell-Tale Signs on Small Airplanes

Look out for Ways To Spot a Drug-Smuggling Aircraft

The battered condition of paint on a small aircraft may be a tell-tale sign that it is being used to smuggle illegal drugs into the country.

That's just one of the things sharp-eyed FAAers and law enforcement officials look for in their war against drugs.

Last year, the FAA and the aviation industry teamed up to launch an Airport Neighborhood Watch Program at the nation's smaller airports.

Here are some tips on how to spot a drug-smuggling plane which were recently published by the Professional Aviation Maintenance Association — one of the groups joining the government in its war on drugs.

➔ **Unusual Instrumentation.** Power switches for supplementary fuel systems may be present.

Many light aircraft have a Loran C navigation system for long-distance

travel. However, the presence of two Loran systems or multiple automatic direction finders should be investigated. The accuracy made possible by two Lorans is an unusual convenience, often used by smugglers who air-drop cargo.

Be suspicious of small, inexpensive
turn to Drug Smuggling on page 3

Highlights

Polish Flights. More flights between the United States and Poland are expected after the two nations amended their bilateral aviation agreement.

The amendments permit U.S. carriers freely to convert Polish currency into dollars and pay those dollars to the United States, resolving a long-standing problem with aviation relations between the two countries.

turn to Highlights on page 2

III
2 ch.

Highlights *from page 1*

They also allow U.S. airlines to sell tickets in Polish currency and liberalize rules for charter operations between the two nations.

Polish airlines have also been granted the opportunity to serve Miami and to provide connecting service to Los Angeles through an arrangement with a U.S. carrier.

LOT, the Polish airline, currently serves New York and Chicago.

Pan Am is currently the only U.S. carrier serving Poland, but United, American and Tower Air have expressed interest in flights to Poland.

Contrasting Cultures. As the FAA becomes a more multi-cultural organization, it's important to understand differences among people.

That was the theme of a recent program at FAA Headquarters.

"Dealing with Differences" was the topic of a talk by Dr. Edwin Nichols, sponsored by the Human Resource Management Division, AHR-100.

Nichols described some of the ethnic and cultural traits of various ethnic groups and explained how the backgrounds of these groups affect the way they relate to others.

For example, using his "model of the philosophical aspects of cultural difference," Nichols contends that European and Euro-American values are based on a man-object relationship in which the highest value lies in the object or its acquisition. African, Afro-American, Hispanic and Arab values are based on interpersonal relationships; and Asian, Asian-American and Polynesian values are based on the cohesiveness of the group.

Nichols stressed that understanding and learning to deal with the differences shown by these groups is the important thing - not a determination of right and wrong.

The Nichols model is used to examine values and value judgments, the nature and origin of knowledge and standards of reasoning within European, African and Asian groups.

Nichols, a clinical/industrial psychologist in organizational develop-

ment, has worked for the National Institute of Mental Health, educational and government facilities in Nigeria and several colleges and clinics in the United States.



Dr. Edwin J. Nichols, a clinical/industrial psychologist, was a speaker at Headquarters recently. He is known for his model of the philosophical aspects of cultural difference.

Dr. Nichols now directs an applied behavioral science organization, and he also maintains a private clinical practice.

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.

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.

Extra Copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

Controller *from page 1*

the flight engineer to investigate. They found a terrified passenger who had begun to unnerve other passengers.

After ushering the man to a distant part of the cabin, Oltman reassured him until the plane touched down nearly four hours later. He sat with the passenger to provide comfort.

"The man would go through these periods when he'd just have terror in his eyes, and he'd start crying. All you could do was sit with him and try to get him to think about something else,"

Oltman said.

Oltman's efforts were recognized recently when United Airlines presented him with a letter of thanks and a silver plaque.

United Captain Bill Scholes told Oltman, "You unselfishly gave of yourself and your time in order to calm the unwarranted fears of a passenger who potentially could have disrupted the entire flight."

Hawthorne AFSS manager Fred Kelly added his congratulations and asked, "Now that you have your first familiarization flight out of the way, are you ready to experience another?"

Time Saver *from page 1*

When certain aviation electronics equipment with restart circuits malfunction, a monitor sounds an alarm, shuts down the apparatus and indicates what went wrong.

When the restart circuit tries to turn the equipment back on after a few minutes, however, it also wipes out the "alarmed parameters."

That means the service technician has no immediate indication of what caused the problem and the outage.

The result was many hours wasted in troubleshooting an entire system instead of a specific area.

"Why troubleshoot a suspected transmitter or monitor when the intermittent problem is really the antenna array?" was the question Moran set out to solve.

Moran's solution allows the alarm parameter data to be saved when the automatic reset circuit is activated.

Headquarters

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Busey 810

A Job 'Well Done' President Bush Lauds FAA Administrator's First Year

President Bush praised FAA Administrator James Busey for a job "well done" during his first year at the agency's helm.

In the past year, the President wrote in a letter, Busey "has added many more accomplishments to a long and impressive record of service to our country."

The letter was read by DOT Secretary Sam Skinner at a recent reception to commemorate the completion of Busey's first year as Administrator.

Busey was sworn in on June 30, 1989, by Skinner at the Aeronautical Center.

The public ceremony was held at FAA Headquarters on July 11, 1989.

At right is the text of the President's letter.

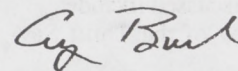
THE WHITE HOUSE
WASHINGTON

June 22, 1990

I am delighted to send greetings to everyone gathered to honor Admiral James B. Busey IV on the completion of his first year as Administrator of the Federal Aviation Administration -- and to add my own "well done."

Jim has brought a wealth of talent and experience to the FAA, so it is no surprise that his first year has been a resounding success. Since accepting his current post, Jim has added many more accomplishments to a long and impressive record of service to our country. Indeed, no matter what the assignment -- from combat missions over Southeast Asia during the Vietnam War to some of the Navy's most important commands -- he has always demonstrated exemplary leadership, courage, and devotion to his country. As you good people work to enhance the safety and efficiency of our civil air transportation, it must be as reassuring to you as it is to me to have a man of Jim Busey's stature as Administrator of the FAA.

Barbara joins me in sending best wishes to Jim for continued success.



Drug Smuggling and Its Tell-Tale Signs *continued from page 1*

aircraft with very expensive avionics such as Omega navigation systems, weather radar or storm scopes.

Radar detection devices, like Fuzz Busters, are popular in some automobiles, but the presence of one in an airplane is highly unusual, unless the pilot is concerned about being interrogated by radar.

→ *Unusual number and type of antennae.* For navigation and communication through remote areas, many smugglers expand the avionics and communications systems of their aircraft.

→ *Abnormal landing gear.* Such characteristics as mud on the landing gear, removed wheel fairings or abnormally large wheels are often clues that the aircraft has been used to land on small, unimproved airstrips, like those commonly used by smugglers.

Wheel struts, designed to absorb the impact of landings, are normally extended about the width of a hand. Smugglers who carry large payloads on their aircraft often compensate for

the excess weight by pumping up their wheel struts.

→ *Modified fuel system.* Because smugglers must remain in the air for long periods of time, they often modify their plane to operate from auxiliary fuel bladders. The presence of such fuel bladders (often found in forward or wing baggage compartments), high-pressure fuel lines with quick-connect fuel fasteners, extra fuel pumps or even hose-sized holes cut between compartments should raise your curiosity.

→ *Hard-to-read aircraft registration numbers.* Current FAA regulations specify that these numbers be twelve inches high so they can be easily read from a distance. Although former regulations only required three-inch-high numbers, newly painted aircraft with small numbers, altered numbers or numbers painted in colors that do not contrast well with their surrounding paint are suspicious.

→ *Interior modifications.* Removed passenger seats or interior struts are often signs that an aircraft has been

customized to carry cargo. Inconsistencies in the carpeting may also indicate the location of hidden secondary pumps, fuel lines or extraneous wire harnesses.

→ *Battered condition of paint.* Excessive nicks on the propeller or scratches on the paint -- especially on the leading edges of wings and on the underside of the tail assembly -- are indications that the aircraft has been used on unimproved landing strips.

→ *Poor condition of doors.* Many smugglers will jettison their cargo while in flight. The undue stress of being opened in flight can cause noticeable damage to the door. Such damage may include broken hinges, warped doors or unaligned doorways. The hinges on some doors may even have been altered (for example, to open upward) to facilitate inflight release of cargo. Modified latch covers on the interior of the door should also be suspicious.

→ *Suspicious paraphernalia.* The presence of certain items onboard an

more on page 4

Smuggling *from page 3*

aircraft may also indicate its use for smuggling purposes.

Hand-operated fuel pumps are sometimes used to refuel an aircraft from fuel barrels on isolated landing strips.

The stowing of excessive amounts of motor oils or filtered fuel funnels are characteristics of aircraft that frequently fly to Mexico or other Central and

South American countries, where quality motor oils and gasoline are hard to find.

Excessive quantities of plastic bags or light-sticks (often used to mark cargo drops) should also arouse curiosity.

How To Report a Suspicious Plane

The U.S. Customs Service has a toll-free number, 1-800-BE-ALERT, to report suspicious aircraft activity.

The hotline operates 24 hours a day with trained Customs personnel who speak both English and Spanish.

800 Independence Avenue, SW

Flightplan

Money briefing. A lunchtime briefing will be held on *Tuesday, July 24*, to explain the Thrift Savings Plan in conference room 8A&B.

Topics to be discussed include:

- An overview of the Thrift Savings Plan
- Participating in the TSP
- Understanding the plan's tax advantages
- Understanding the agency's contribution
- Understanding your TSP account
- Your investment options
- Understanding interfund transfers
- Getting your money out
- Plan annuities
- The loan program
- Other plan information

The briefing is sponsored by the Employee Relations and Career Development Branch, AHR-140.

Any questions? Contact Ida Mack or Barbara Claytor, x73881 or x73873.

The Thrift Savings Plan open season runs through *Tuesday, July 31*.

Appraisals due. 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 *Monday, September 10*.

If an employee is on an extended rating cycle, which ends no later than September 30, appraisals should be submitted to AHR-140 by *Wednesday, 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 *Wednesday, August 8*.

For more information, contact Debbie Hensley, x73879.

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 23; Monday, July 30; Monday, August 6; and Monday, September 10*.

Supervisors and managers interested in attending should contact Debbie Hensley, x73879, 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.

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.

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.

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

III
2. dt.

A 'Groovy' Honor

FAA Enters Space Technology Hall of Fame for Boosting Airport Runway Safety

The FAA has been inducted into the Space Technology Hall of Fame for pushing the commercial use of runway "safety grooving," a spinoff of NASA technology.

Leonard "Chip" Mudd, director of the Office of Airport Safety and Standards, accepted the award for the FAA from the U.S. Space Foundation at a recent ceremony in Colorado Springs.

Tom Morrow, FAA's program manager for runway grooving
turn to Hall of Fame on page 2



Chip Mudd, right, accepts 'Hall of Fame' award for the FAA from retired Air Force General James E. Hill.

July 24, 1990



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

Teens 'Cash in'

15 Young Scientists Win Awards for Aviation Ideas

Budding young scientists and engineers recently had a chance to show off their smarts and win substantial cash prizes and awards from the FAA at the recent 41st International Science and Engineering Fair held in Tulsa, OK.

The FAA, along with various aviation associations, gave awards to 15 students for aviation-related projects at the fair.

The winners were selected from 754 finalists who had been judged best in fairs in their regions, cities, counties or states.

Alexander Jacques Fleming, 18, Glynn Academy High School, Brunswick, GA, was the grand prize winner and also first-place winner in the engineering category for his project "Mimicking the Flight Capabilities of the Dragonfly in an Aircraft through an Alternative Form of Synergy: Phase III." His prize was a \$1,000 cash award as well as a certificate.

Fleming was also chosen by Science Service, the nonprofit organization that administers the fair, as one of two recipients of the Glenn T. Seaborg Nobel Prize Visit Award - an all-expense-

turn to Young Scientists on page 3

III
2. dt.

Sleep on Long-Haul Flights

Controlled Rest Periods Improve Pilot Alertness

Rest during long-haul flights improves pilot alertness.

That's the conclusion of a recently completed NASA-FAA study, now under FAA's review.

The study provides the first concrete evidence that there may be substantial safety benefits from allowing pilots to obtain limited rest in the cockpit during long-haul, international flights.

"These findings confirm our previous studies that showed international

The NASA-FAA sleep study was carried out with the cooperation of Northwest and United airlines during regularly scheduled 747 trans-Pacific flights.



flightcrews often experience considerable fatigue and sleep loss," said Dr. R. Curtis Graeber, principal investigator for the study and chief of the Flight Human Factors Branch at NASA's Ames Research Center.

"We now have direct scientific evidence that short, carefully controlled rest periods can act as a 'safety valve' to reduce fatigue and improve alertness during the most important phases of flight such as descent and landing."

Incident and accident reports indicate that good flightcrew performance is especially important near the end of any flight when workload increases and the crew must often deal with air traffic control problems, uncooperative weather and potentially unfamiliar airports.

"Unfortunately, this is also the time when they are most likely to be the

turn to Sleep on page 2

Highlights

Airway Science Symposium. The FAA and the University Aviation Association are sponsoring the 3rd Annual Airway Science National Symposium in Washington, DC, on July 26-27.

The two-day event will feature panel discussions, regulatory updates and an exhibit highlighting the latest high-tech training devices for pilots, air traffic controllers and other aviation professionals.

Representatives from four-year colleges with FAA-recognized airway science programs will participate in the symposium along with FAA airway science field coordinators and other FAA officials.

FAA Administrator James Busey will give the keynote address on Thursday, July 26.

The symposium will be held at the

Holiday Inn-Capitol, 550 C Street, SW, near FAA's Washington Headquarters.

For more information, contact Don Higgins, FAA Office of Training and Higher Education, FTS 366-7996.

Aviation Education. Another aviation education resource center was recently dedicated at the Santa Monica Museum of Flying in California.

Nationwide, there are now 27 FAA-approved centers, and the Santa Monica facility brings the number of centers to four in California.

These information distribution points for FAA aviation education materials and resources are used by the media, the public and the educational community.

Resource centers provide FAA printed materials, videotapes, slides and computer education software.

Center personnel answer general information requests, conduct workshops and make aviation-related presentations.

Another Term. The Senate recently confirmed Dr. John K. Lauber for another five-year term on the National Transportation Safety Board.

Lauber came to the NTSB in 1985 from NASA's Ames Research Center at Moffett Field, CA, where he was chief of the Aeronautical Human Factors Research Office.

He also worked in the Human Factors Laboratory at the U.S. Naval Training Devices Center in Orlando, FL.

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 mechanical repairs.

Wednesday Deadline. *Intercom* is published weekly.

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

Hall of Fame from page 1

applications, also received a special plaque in appreciation of his work.

Putting safety grooves into runways was developed by NASA to control slipperiness on wet runways.

When turbojet aircraft began commercial operation at civil airports in the late 1950s, they experienced directional control and braking problems on rain-covered runway pavement.

Because turbojet aircraft required higher landing speeds, the tires were lifted off the pavement surface by an accumulating wedge of water during landing. This new phenomenon was called hydroplaning.

Through tests, NASA researchers determined the optimum groove configuration and confirmed the effectiveness of the technique for safety grooving.

The grooves, which are cut into runways with diamond-tipped saws, produce escape channels for the water beneath aircraft tires and eliminate the buildup of wedges of water.

First used on a civil airport at Washington National Airport in 1967, now 493 airports in the United States have safety-grooved their runways.

"The grooves dramatically enhance safety on wet runways through improved directional control by preventing airplanes from hydroplaning during landing," Mudd said. "The grooves also provide extra friction between airplane tires and the runway surface, thus reducing skidding and loss of traction."

Safety grooving is one of the many technology spinoffs that have emerged from space-related research and development undertaken by NASA.



Tom Morrow of the FAA, right, receives a special recognition from the U.S. Space Foundation.

Sleep Study from page 1

most tired after a long trip crossing several time zones," said Graeber.

The NASA/FAA-sponsored research project was carried out with the cooperation of Northwest and United airlines during regularly scheduled trans-Pacific flights.

The scientists examined the levels of alertness in three-person flightcrews during long-haul flights, the pilots' ability to obtain quality rest in the cockpit environment and the effectiveness of preplanned cockpit rest periods to improve pilot alertness and performance.

A total of 10 volunteer Boeing 747 crews were placed in one of two groups: a preplanned rest group and a non-rest control group.

Crewmembers in the rest group were allowed to rest one-at-a-time on a preplanned rotation basis during the cruise portion of four successive flights.

Two crewmembers monitored and maintained control of the plane while the other pilot had a 40-minute opportunity to rest.

turn to Pilot on page 4

Borrowing Money

Require Cash for a Special Need? Check Out the Thrift Savings Plan

With the end of Thrift Savings Plan open season fast approaching, here's some information about the plan's loan program.

The loan program allows TSP participants to borrow their own contributions and earnings for special needs while they are still employed by the federal government. Funds may be borrowed for the following reasons.

Purchase of a primary residence. A primary residence may be a house, condominium, shares in a cooperative housing corporation, townhouse, boat or house trailer. It must be the principal residence, however.

Education expenses. Education costs include tuition, fees, room, board, books and supplies used at an educational institution. The funds can be used for TSP participants, spouses and dependents.

Medical expenses. Loans for medical expenses cover items eligible to be deducted from federal income taxes. Examples include: doctor and hospital bills; medical supplies, devices and drugs prescribed by a physician; and insulin.

Financial hardship. TSP participants may qualify for a loan if one or both of these situations apply:

- Regular monthly expenses exceed net monthly income, and there are not enough savings or other financial assets to use.
- Extraordinary expenses that cannot be covered by

The Thrift Savings Plan open season ends Tuesday, July 31. Election forms are available in AHR-140, room 514.

one month's net income, and there are not enough savings or other financial assets to use.

The TSP Service Office handles the loan program for the Federal Retirement Thrift Investment Board.

To receive a loan, TSP participants must have at least \$1,000 of their own contributions and earnings in their TSP account.

Currently, there are no loan origination fees.

Loans must be paid back with interest, which is included in the loan payments.

The loan interest rate for the life of the loan is the latest available interest rate on the Government Securities Investment (G) Fund at the time the loan application is received.

To apply for a residential, education or medical loan, use form TSP-20.

To apply for a financial hardship loan, use form TSP-20H.

Both forms should be forwarded to the TSP office address listed on the form.

Headquarters FAAers may contact Ida Mack or Barbara Claytor, x73881 or x73873, for more information.

Thanks to Marilyn Smith, Labor and Employee Relations Branch, Human Resource Management Division, Central Region, for this information.

Young Scientists Win Awards for Aviation Ideas continued from page 1

paid trip to the Nobel Prize ceremonies this December in Stockholm, Sweden.

Others winning first-place awards for aviation-related projects - \$250 and a certificate - were *Jay Bhama*, 17, Plymouth Salem High School, Canton, MI; *David Durham*, 17, Marian High School, Mishawaka, IN; *Melissa Kaye Mouldin*, 14, Rockledge High School, Rockledge, FL; and *Ramon Rivera-Servera*, 16, Cupeyville School, Rio Piedras, PR.

Second-place winners, who received \$150 and a certificate, were *Hilary Sara Bromberg*, 17, Abington Friends School, Jenkintown, PA; *Jay Allen Coisman*, 18, Eau Gallie High School, Melbourne, FL; *Anna Duggar*, 15, Benjamin Franklin High School, New Orleans, LA; *Aaron M. Laing*, 15, Sandia High School, Albuquerque,

NM; and *Tim Warren*, 18, Cleveland High School, Cleveland, MI.

Honorable mention awards of \$100 and a certificate were presented to *Travis Hendre Colbert*, 17, Menchville High School, Newport News, VA; *Joseph W. Locke*, 16, Cedaredge High School, Cedaredge, CO; *Douglas B. Opfer*, 18, Leto Comprehensive High School, Tampa, FL; *Sherry Teeter*, 18, Sabetha High School, Sabetha, KS; and *John Jose Yates*, 15, Browning High School, Browning, MT.

Over 250 students also received cash awards from Science Service, other federal agencies and industrial organizations.

Categories for entries were behavioral and social sciences, biochemistry, botany, chemistry, computer science, earth and space science, engi-

neering, environmental sciences, mathematics, medicine and health, microbiology, physics and zoology.

FAA participates in the science and engineering fair to encourage young people interested in the aviation field and its development.

Headquarters
Intercom

July 24, 1990
No. 90-29

Pat Cariseo
Pat Tomasetti
Associate Editors

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Pilot Sleep Patterns Studied on Trans-Pacific Flights *from page 2*

The control group of pilots operated its four flights as usual with no pre-planned rest.

To document changes in fatigue and alertness, researchers took a variety of measurements:

→ Laboratory-type performance tests evaluated pilot vigilance and sustained attention.

→ Wrist monitors provided a 24-hour measure of activity level.

→ Subjective reports of mood and other factors were recorded in a log-book.

→ Continuous measurement of brain activity - electroencephalogram (EEG), for example, by a portable unit adapted especially for NASA - was used to determine physiological levels of alertness.

Two NASA researchers observed and monitored all of the volunteer crews on the flightdeck.

The researchers found that when

given the opportunity to rest in their seats, the pilots generally were able to fall asleep easily and slept well.

Later, these crewmembers demonstrated significantly higher levels of vigilance than their counterparts who had no rest.

These differences between the two groups were especially dramatic near the end of the cruise phase of flight, just before the pilot started the descent for landing.

Also, pilots who could rest were less adversely affected by consecutive flight segments and night flights.

Previous research with long-haul crews has shown that repeated time zone crossings often result in poor sleep patterns during hotel layovers, particularly after eastward flights.

While pilots sometimes sleep well, their ability to do so varies among individuals and is changeable.

Experienced crewmembers were

found to be poor predictors of their own sleepiness when compared with objective measurements.

The overall impact of these findings is that there is often at least one crewmember performing flight duties who is not optimally rested.

The current results demonstrate that preplanned rest periods during low workload phases of flight may provide a safety valve for the sleep loss and fatigue experienced by crews during long-haul flights.

Cockpit rest currently is practiced by military transport crews and airline crews in some other countries.

Collaborators on this study included researchers from Stanford University, the University of Pennsylvania and the University of California, San Diego.

William F. White (ARD-210) is the FAA project manager.

‘Cockpit Inaction’

NTSB Board Blames Pilot for Accident

The captain's failure to take command of a troubled takeoff, coupled with his failure to detect a misaligned rudder trim, caused the fatal USAir runway overrun accident at New York's LaGuardia Airport last year, the National Transportation Safety Board has found.

Two passengers died when USAir flight 5050, a Boeing 737-400 bound for Charlotte, NC, slid off the end of a runway and impaled itself on light stanchions in Bowery Bay at about 11:30 p.m. on September 19, 1989. The aircraft broke apart. Twenty-one other passengers were injured, three seriously.

In its final report, the NTSB blamed the accident on "the captain's failure to exercise his command authority in a timely manner to reject the takeoff or take sufficient control to continue the takeoff, which was initiated with a mistrimmed rudder."

Another cause was the captain's "failure to detect the mistrimmed rudder before the takeoff was attempted."

The runway the plane used is 7,000 feet long. The NTSB investigation determined that under conditions existing that night, the aircraft could have been stopped with more than 1,000 feet to spare, had optimal braking technique been used.

The NTSB said that the captain could have detected

the mistrimmed rudder condition during taxi, during the flight control freedom-of-movement check and during the response to a checklist challenge, but failed to do so.

However, the NTSB found that even with the mistrimmed rudder, the crew could overcome rudder trim forces using the rudder pedals and could have safely taken off and later corrected the improper setting.

The Board listed several actions by the cockpit crew that resulted in the failed rejected takeoff.

→ The captain did not use the autobrake system during the takeoff roll. This delayed the attainment of effective braking and extended the airplane's stopping distance.

→ Early in the takeoff, the first officer inadvertently disarmed the autothrottle. He then manually advanced the throttles. That delay and the slightly lower thrust setting of the left engine lengthened the airplane's ground roll and added to the directional control problem.

→ The captain's use of the nosewheel steering tiller during the takeoff roll was not proper. Because of poor communication between the pilots, both attempted to maintain directional control initially and neither was fully in control later in the takeoff, which masked the initial directional control problem created by the mistrimmed rudder.

→ Neither pilot was monitoring indicated airspeed, and no standard airspeed callouts occurred.

turn to USAir Crash on next page

Flightplan

Washington symposium. The FAA and University Aviation Association are sponsoring the 3rd Annual Airway Science National Symposium on *Thursday and Friday, July 26-27*.

It will be held at the Holiday Inn-Capitol, 550 C Street, SW. Contact Don Higgins, x67996.

Money machine. The Transportation Federal Credit Union reminds FAAers that it operates an automatic teller machine in the northwest corner of FAA's first floor-lobby.

FAAers can use the machine if they are credit union members (with a TFCU checking account) and have an ENCORE card or if their financial institution is part of MOST, CIRRUS or THE EXCHANGE networks.

Transit conclave. The National Defense Transportation Association will hold its 45th Annual Transportation and Logistics Forum and Exhibition on *Sunday-Wednesday, September 23-26*, in El Paso, TX.

General John R. Galvin, Jr., Supreme Allied Commander, Europe, has been invited as the keynote speaker.

It will be held at the El Paso Convention and Performing Arts Center.

For information, contact Faye Boyle, NDTA, 50 South Pickett Street, Suite 220, Alexandria, VA (703) 751-5011.

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 30; Monday, August 6; and Monday, September 10*.

Supervisors and managers interested in attending should contact Debbie Hensley, x73879, 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, instruc-

Performance Payout Update

Employees covered under the Performance Management and Recognition System are reminded that their permanent position, region and pay plan as of *Tuesday, July 31*, determines, if eligible, their performance award payout.

Changes in any of these items prior to *July 31* may affect the payout.

Questions concerning any anticipated change should be directed to Debbie Hensley, AHR-140, x78916.

tors 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.

Coalition meetings. Ola Melvin, secretary of the Washington Headquarters Chapter, National Black Coalition of Federal Aviation Employees (NBCFAE) has a schedule of meetings for the organization on *Tuesday, August 7*, room 8ABC; *Wednesday, September 12*, room 5ABC; *Tuesday, October 2*, room 5ABC; *Tuesday, November 6*, room 5ABC; and *Tuesday, December 4*, room 5ABC.

Feedback

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.

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

USAir Crash from page 4

→ Although the computed takeoff commit speed was 125 knots, action by the captain to reject the takeoff began at 130 knots.

→ After initiating the rejected takeoff, the captain used differential braking to steer the airplane. This delayed the attainment of maximum braking.

The NTSB said it "views the absence of a comprehensive departure briefing,

the absence of airspeed callouts, the failure of the first officer to clearly communicate his directional control problem and the non-assertive manner in which the captain communicated his intent to reject the takeoff as indications of poor cockpit coordination."

The NTSB called both pilots "relatively inexperienced in their respective positions."

The captain had about 140 hours as a Boeing 737 captain, and the first officer was conducting his first unsupervised line takeoff. In addition, this was the first officer's first trip after a 39-day nonflying period.

The NTSB noted its concern that the Port Authority of New York did not give more attention to improving the safety of areas beyond the end of the runway.

The NTSB recommended that the Port Authority survey the area around the end of all its runways at LaGuardia with a view toward eliminating hazards to aircraft that do not stop on the runway.

Among the safety recommendations the NTSB issued to the FAA as a result of its investigation was one that required crews to use a modified or full acceptance checklist any time the flightcrew has vacated the cockpit, not just when entering the plane for the first time that day.

Another recommendation called for expedited rulemaking based on the FAA's crew pairing task force.

In addition, the NTSB reiterated a 1985 recommendation that cockpit and cabin crewmembers be subjected to hands-on "wet" drills in the skills relevant to water evacuations.

Healthbeat

Sexual abuse. Are most assaults on children made by dangerous, weird strangers?

That's a myth. A relative or friend of the family is the offender in 85% of the cases.

Child abuse is a major national problem, according to a recently released study.

Here are other myths and facts about sexual abuse of children.

Myth. An assault is usually an isolated incident.

Fact. It happens over and over again.

Myth. An assault happens suddenly, "out of the blue."

Fact. The situation develops gradually, over a long period of time.

Myth. It is extremely rare.

Fact. There have always been frequent incidents. Sexual abuse of children is now being talked about, but it has always occurred.

Myth. An assault on a child involves a violent attack.

Fact. Most offenders use a subtle approach, rather than force.

Myth. Offenders outgrow it or only do it once or twice.

Fact. Assaults generally continue as long as there is no outside intervention.

Myth. Assaults usually happen to attractive teenagers.

Fact. There are more children between eight and 12 reporting sexual assault than teenagers.

Myth. Children are safe in their own home.

Fact. A frequent form of child abuse is incest.

Myth. Sexual offenders are all poor and illiterate.

Fact. Offenders come from the full economic and educational spectrum.

Myth. Sexual abuse is not too serious. It's just part of growing up. It doesn't hurt a child if violence is not involved.

Fact. Adults who were assaulted as children often remember it as a major trauma affecting their lives in an undesirable way.

A large proportion of prostitutes were

People

Big brothers. Three Flight Standards aviation safety inspectors cast some pretty big shadows.

In fact, they had some mighty excited shadows following them around for half a day recently.

It was all part of the project to get public school students interested in aviation.

The shadows were District of Columbia students who tailed *Randy Montgomery*, AFS-340, *Jim Byers*, AFS-840, and *Howard Vaughn*, AFS-330, as they worked at Headquarters.

The shadowing experience gives young people insight into various careers and aims to improve motivation and self esteem.

To thank them for their help, Randy, Jim and Howard were treated to a luncheon where they received awards from the District of Columbia Association of School Psychologists.

Lucky 13. Thirteen is a lucky number for FAAers who ride Metro to work. July 1 marked the 13th anniversary of the dedication of the L'Enfant Plaza station.

John Nigro, APM-300, remembers the day well. During the 1977 ceremony, Nigro said, "This is a proud day for federal employees working near this subway stop. For me, this day marks 12 years of faith and hope for the future."

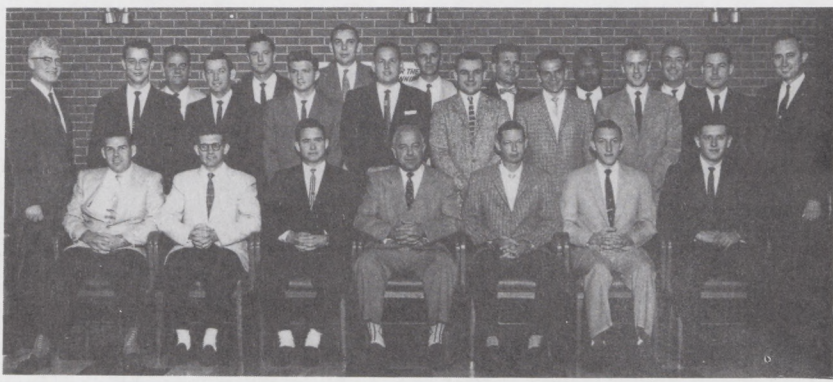
Nigro, a proponent of extending Metro to Washington's Southwest area, started working in 1965 to get mass transit near the FAA.

Pic from the past. Recognize the faces? *Linda Whitfield*, who works in the Public Affairs Office at the Aeronautical Center, saw one in this picture from 31 years ago that looked familiar.

Sure enough, *Roger Myers*, a former controller and now in Southern Region's Public Affairs Office, is pictured middle row, center.

In 1959 Myers was attending an air traffic controller training class at the FAA Academy in Oklahoma City.

Are there others still at the agency shown in this group below?



assaulted as children.

Myth. It's best not to report sexual assault. Police action can be more damaging to the child than the actual assault.

Fact. This requires a great deal of judgment. Sometimes it is traumatic

for the child because all police jurisdictions are not equally trained in handling such situations.

However, assaults will usually continue unless there is outside intervention, and the child must be removed from danger.



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

Highlights

Still Helping. A special relief fund, through which FAAers helped fellow employees who were financially devastated by Hurricane Hugo last year, is ready to help others during the upcoming hurricane season.

Last September, after the killer storm struck the Virgin Islands, Puerto Rico and the Carolinas, FAA's Southern Region set up the Hugo Relief Fund.

Southern Regional Administrator Garland "Cas" Castleberry reports that there is some money left in the fund after a review committee carefully considered the requests of all FAAers who asked for help.

Funds were given to agency employees who met certain criteria and substantiated unrecoverable financial loss.

In a letter to all FAAers who contributed to the fund, Castleberry said the *turn to Highlights on page 2*

Costly U-Turns

\$50 Tickets Sting FAAers

Several Headquarters FAAers have been stung recently with \$50 traffic tickets from District of Columbia police for making a sharp U-turn onto an I-395 ramp to Virginia.

The police have been scrutinizing the intersection of Independence Avenue and 9th Street, the short, narrow, one-way street between the FAA and Department of Energy buildings.

After leaving the parking garage, many FAAers routinely make a sharp left U-turn from 9th Street across a 50-foot stretch of Independence to the down ramp to I-395.

Traffic police say that's illegal.

turn to \$50 Tickets on page 3



Striking across the Country in 68 Minutes

Air traffic controllers at five air route traffic control centers, Dulles International Airport and the Air Traffic Control Command Center in Washington all became part of aviation history earlier this year when an SR-71 Blackbird streaked cross country in a record-breaking time of 68 minutes.

Find out how the FAA tracked the former spy plane in the next issue of FAA World.

Pictured with the Blackbird are its crew for the historic flight: Lt. Col. J.T. Vida, left, reconnaissance systems operator, and Lt. Col. Ed Yielding, pilot.

Airborne 'Catch 22' Mandating Child Safety Seats on Airlines Would Increase Highway Deaths

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2, bu.

Making child safety seats mandatory for infants traveling on airlines would do more harm than good, an FAA official recently told Congress.

The higher cost of using a safety seat and buying an infant ticket - estimated at \$185 - would force many parents to switch from air travel to automobiles.

Tony Broderick, Associate Administrator for Regulation and Certification, told a Congressional committee that enacting a mandatory law would lead to "more lives lost than saved, and to more disabling injuries than avoided."

Broderick testified before the U.S. House Subcommittee on Aviation against proposed legislation to require that all infants use child safety seats on airlines.

Broderick made it clear that the FAA "strongly encourages" parents to use approved child safety seats, but he cautioned that making their use mandatory would be counterproductive.

turn to Mandating on page 3

'It's Easy to Sit Back and Complain'

Jump in, Get Involved: Motto for FAA Workers

Active in Employee Participation Groups

212

FAAers, who often work behind the scenes to improve the workplace, won praise from FAA Administrator James Busey.

Busey, who recently handed out awards to several Headquarters workers actively involved in Employee Participation Groups (EPGs), said they represent the dedication of many "unheralded" FAAers. *Photos of winners on page 6.*

"It is far too easy to sit back and complain when we see things that need to be changed," Busey said.

"It is quite another matter to jump in and get involved - to try to change things

turn to EPGs on page 4

Highlights *from page 1*

Southern Region plans to keep the remaining money until December 1.

The money would be used to help FAAers if Mother Nature wreaks havoc again this hurricane season.

After December 1, Castleberry said, "If we are fortunate and no specific requirements develop, we plan to donate all remaining funds to emergency relief organizations serving victims of disasters."

Castleberry asks those who donated to the fund to contact him by November 15 if they disagree with the final disposition of relief funds.

"All of us in the Southern Region gratefully acknowledge the wonderful support we received throughout the agency and department. Your efforts assured our successful recovery. Again, a special thanks to all of you for really caring," Castleberry said.

Five-Year Low. Consumer complaints against the nation's airlines in May declined to their lowest level in five years, according to the DOT's latest "Air Travel Consumer Report."

The number of complaints reported to the DOT dropped to 689 in May, 17% below April's total of 826.

It was the lowest number of complaints registered since the DOT began collecting the monthly data in January 1985, after it assumed some of the duties of the old Civil Aeronautics Board.

Swiss Service. The DOT has approved the request of Swissair to provide service between Philadelphia and Zurich under a recently established program to permit foreign carriers to expand service to more U.S. cities.

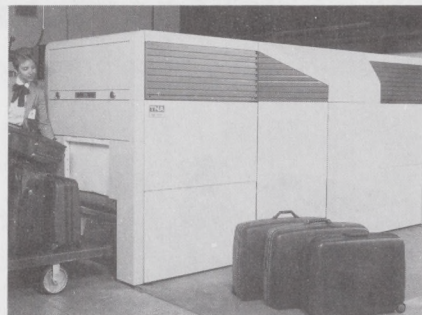
The DOT said Swissair could combine the Philadelphia service with existing service to Boston, allowing a stop in that city.

Swissair is the fourth foreign carrier to win approval under the new program.

TNA in London. Another high-tech explosives detection machine is up and running at London's Gatwick Airport.

The TNA device -- short for thermal neutron analysis -- is the first machine of its kind to be used at an airport outside of the United States.

Currently, TNA machines are operating in the TWA international terminal at New York's Kennedy International and in the Pan American terminal at Miami International.



A TNA device, similar to this one, is up and running at London's Gatwick Airport.

Authority Revoked. On July 13, the DOT revoked the temporary operating authority of Discovery Airways, Honolulu.

Earlier this year, Discovery applied to DOT for approval as a new airline. DOT granted Discovery temporary operating authority for nine months -- through the end of December.

At that time, DOT also ordered an administrative law judge to conduct a hearing to determine whether foreign ownership and control of Discovery exceeded limits and compliance with federal law and regulations.

Discovery began operating in April. The laws judge found indications that Discovery's principals consistently provided false information and vio-

lated the terms of their temporary operating authority and federal law.

The DOT agreed with the findings.

British Routes. The DOT and the United Kingdom's Secretary of State for Transport have reached agreement on new airline service between the United States and Britain.

Under the arrangement, the U.S. right to serve the Chicago-Manchester route has been confirmed, and the United States may select two additional services to regional British airports.

The United Kingdom may authorize a second airline on the London-Boston route and open two routes from regional United Kingdom airports.

U.S. airlines are interested. Applications have been filed by American Airlines and Pan Am to serve Manchester from New York, Continental from Newark, Northwest from Detroit and United from Washington.

In addition, operations between the United States and the Cayman Islands will be regulated for three years to allow financially troubled Cayman Airways to adjust to an expanded level of U.S. airline service.

Fight 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

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

Headquarters

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Mandating Child Safety Seats Counterproductive *continued from page 1*

"While the chance of survival aboard an airplane may be slightly improved," Broderick said, "the cost associated with mandating that a child use a separate seat will divert a significant number of families from our safest form of transportation, air travel, to a far less safe travel by automobile."

Broderick cited four studies that conclude that more people would die each year because of a mandatory law than would be saved.

Here are some of the points Broderick made to the committee:

→ The cost of requiring safety seats would fall to a select group – the families of infants.

One study estimates the cost at an average of \$185 per child – a total of \$250 million each year.

Using child safety seats 100% of the time would save about one life aboard an aircraft over a 10-year period, at a potential cost of \$2.5 billion to children's families.

→ Because of the cost, a significant number of families who would have flown would choose to travel by automobile instead.

That would lead to a greater risk of death not only to children, the intended beneficiaries of mandatory safety seat legislation, but also to their parents, brothers and sisters who would be in the automobile with them.

→ A December 1987 study found that lower air fares due to airline deregulation had improved highway safety by encouraging more people to fly rather than to drive.

Increased costs can divert passengers from airplanes back to the highways.

→ The Chairman of the Australian Civil Aeronautics Authority said in a 1989 article: "the figures show that all forms of paid air travel are safer than traveling by car – varying from about twice as safe if you have chartered a small plane, to five times as safe in a small commuter aircraft, to 400 times safer with the airlines."

→ A 1990 study conducted for the FAA found that "the required use of child safety seats will decrease the

'... the cost associated with mandating that a child use a separate seat will divert a significant number of families from our safest form of transportation, air travel, to a far less safe travel by automobile.'

Tony Broderick
Associate Administrator for
Regulation and Certification

expected number of infant fatalities in air transportation, but increase the expected number of infant and non-infant family member fatalities as some families switch to automobiles for travel."

The study also concluded that in the first year of mandatory safety seat use, deaths of those who would be diverted to automobiles would be 20 times greater than the potential lives saved aboard aircraft through safety seat use.

→ Two economics and finance professors from the University of Mississippi and the University of Georgia studied the issue.

After using "reasonably conservative" assumptions, they found that the shift to automobile travel caused by higher fares to families of children "could translate into more than 1,600 additional automotive accidents each year, and the increase in accidents could result in more than 175 additional disabling injuries and just under five additional deaths each year."

\$50 Tickets *from page 1*

To avoid a ticket, cars must wait for the traffic light at the intersection, cross two lanes of Independence, turn left onto the right-hand lanes of Independence Avenue heading toward the Washington Monument and then turn left onto the down ramp to I-395.

One FAAer who was recently ticketed after work said the traffic cop gleefully handed out the fine.

"If the fare increase is much greater than the FAA conservatively assumes, the increase in highway injuries and deaths would, of course, be greater."

They also pointed out that an "unknown number of the victims will surely be infants who would have traveled quite safely on their parents' laps in airplanes.

"However, many of the automotive victims will be the infants' parents, brothers, and sisters, but many will also be travelers who had never contemplated air travel as an alternative means of transportation. They just happened to be at the wrong time on the nation's roads, made marginally more congested by the infant-seat requirement."

The professors' research concluded that as a consequence of requiring child safety seats "the resulting increase in automotive deaths, although quite

'... figures show that all forms of paid air travel are safer than traveling by car...'

Chairman
Australian Civil Aeronautics Authority

small, could easily be several times – quite possibly more than 35 times – the reduction in airline deaths.

"Congress and the FAA should not be in the business of creating a travel safety problem that is bigger than the one being solved."

→ Two other professors from the College of Business and Management of the University of Maryland also examined the issue of requiring child safety seats.

In their April 1990 paper, they considered a variety of possibilities, ranging from different percentages of passengers who would be diverted to automobile travel to varying trip lengths on the road. Using the average auto fatality rate, under virtually every scenario more lives would be lost by mandating child safety seats on airlines.

EPGs *continued from page 1*

for the better. It takes a special person ...,” he said.

Those active in EPGs were praised for promoting training opportunities, fixing equipment and procedures, marshalling the background and data to influence management decisions and trying to create safer, more comfortable working conditions for fellow employees.

“We all know how much time and effort these tasks take,” Busey said, commending those who make personal sacrifices.

The FAA chief also emphasized the importance of management as a key to

‘Managers need to pay attention to what their EPG representatives have to say. This does not mean they always have to agree with them, but they should give their recommendations serious consideration.’

James Busey
FAA Administrator

“greater participation” in the EPG program.

“Managers need to provide EPG members time for training, for holding meetings, for planning; but, most of all, they need to pay attention to what their EPG representatives have to say. This does not mean they always have to agree with them, but they should give their recommendations serious consideration,” Busey said.

The FAA chief added that he likes the EPG concept because he is a “strong believer” in participative management.

“The more we can get all of us – employees and managers – to ‘buy into’ this corporate FAA mandate, to hold ourselves personally accountable for providing quality products and service, the better this agency will become,” Busey said.

²⁰⁶ **SAM's on Its Way** *Easing in a New Method for Ordering Goods and Services*

Hand-in-hand with processing the more numerous and complicated OATS – Office Automation and Technology Services – procurements, the Logistics Service is implementing SAM – the System for Acquisition Management.

SAM, a national system for acquiring all types of goods and services, was developed by the Alaskan Region to eliminate some of the paperwork attached to procurement and to increase its accuracy and accountability.

Instead of typing copy after copy of PRs (procurement requests), the requests can now be generated automatically through SAM. From personal computers or Data General terminals, the user keys in the necessary information, mostly by using a copy function, and pro-

duces a detailed OATS procurement request.

At the same time, that information becomes part of the SAM system covering all of FAA's procurements and is available for future reference.

SAM, however, is not for novices. Sessions lasting about three hours each are being held to instruct users on its intricacies related to OATS procurements.

At Headquarters, Kendal Kreinhop or Pam Lloyd, room 401C, x78897, are the contacts to answer “how to” questions about using SAM.

They won't be able to answer questions on the order of signatures for PRs (a matter decided in individual organizations) or the functioning of the Data General mainframe (Management Systems' area).

They can, however, teach how to create a document that will order the necessary good or service, whether it's an OATS or non-OATS procurement.

DOT Child Care Directory Debuts *Booklet Lists Child Care Referral Agencies in 50 States*

As part of DOT Secretary Sam Skinner's initiative to create a premium child care program, the DOT has published the *DOT Child Care Issuance and Referral Directory*.

It lists child care referral agencies in

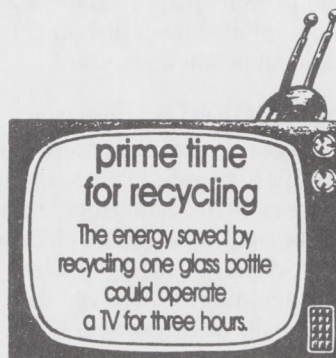
all 50 states that can help parents identify and evaluate the quality of child care services.

Directories will be available in all FAA Human Resource Management offices and field facilities for use by employees on request. They will also be made available to all new employees during orientation.

Parents using the directory must call the resource and referral agencies directly to discuss their specific child care needs.

The DOT, FAA and resource and referral agencies listed in the directory do not endorse any particular child care service. Parents must make the final decision.

For more information, FAAers should contact their human resource management divisions.



Environmental Tip

Flightplan

Women's equality events. The FAA will help celebrate the 70th anniversary of the 19th Amendment to the Constitution, which guarantees the right to vote regardless of gender.

→ During the week of August 20-24, the Headquarters lobby will feature a display highlighting the multi-cultural diversity of women in the workforce, past and present.

→ On Thursday, September 13, women's equality from a minority woman's viewpoint will be the topic of a speech at FAA Headquarters. Specifics of this event will be announced soon.

Both events are sponsored by the Federal Women's Program Committee.

America will observe Sunday, August 26, the anniversary of the amendment's ratification, as "Women's Equality Day."

For more information, contact John Ogden, AHR-140, x73878, or Diane Ables, AHR-140, x73880.

Transit conclave. The National Defense Transportation Association will hold its 45th Annual Transportation and Logistics Forum and Exhibition on Sunday-Wednesday, September 23-26, in El Paso, TX.

General John R. Galvin, Jr., Supreme Allied Commander, Europe, has been invited as the keynote speaker.

The event will be held at the El Paso Convention and Performing Arts Center.

For more information, contact Faye Boyle, NDTA, 50 South Pickett Street, Suite 220, Alexandria, VA (703) 751-5011.

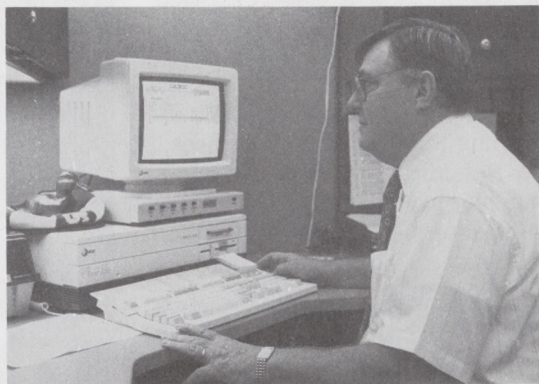
Performance workshops. Need help in developing performance standards for employees?

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, August 6, and Monday, September 10.

Supervisors and managers interested in attending should contact Debbie

Just Ducky

Sporting a duck mascot next to his screen, computer systems analyst Rufus Forrest was one of the first on-line in Washington Headquarters with the new Office Automation and Technology Services - OATS - workstation. He works for the NAS Transition and Implementation Service, ANS-120. Ken Cohen, APM-120, says this AT&T workstation is typical of some of the equipment already set up in the NAS Program Management Service. Also ready for operation are some machines with giant screens. Other deliveries of office automation equipment are being installed.



Hensley, x73879, 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.

Coalition meetings. Here's the schedule of meetings of the Washington Headquarters Chapter, National Black Coalition of Federal Aviation Employees (NBCFAE): Tuesday, August 7, room 8ABC; Wednesday, Sep-

tember 12, room 5ABC; Tuesday, October 2, room 5ABC; Tuesday, November 6, room 5ABC; and Tuesday, December 4, room 5ABC.

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.

Youth Aviation Career Academy Slated at FAA Headquarters August 20-24

Here's a chance for students to learn more about aviation during a special week-long program sponsored by the FAA at Headquarters.

The Aviation Career Education Academy offers information on FAA and aviation careers and what it takes to keep the complex airspace system up and running, including field trips to National Airport and the air route traffic control center in Leesburg, VA.

It will be held Monday-Friday, August 20-24.

The academy is open to students 15 to 18 years old. The fee is \$60.

FAAers who know young people interested in finding out more about aviation, should contact Mary Jo Byberg, x73465, as soon as possible. Class size is limited to 20 students.

**Winning Praise
for EPG Work**

Praising their "personal sacrifices," FAA Administrator James Busey recently presented the annual Employee Participation Group Awards to winners during a 10th-floor ceremony.

Serving as panelists for this year's awards program were Sylvia Woodcock, Headquarters EPG chairperson, and Paula Lewis, manager, Organizational Analysis Branch, Management Systems.

**Washington Headquarters
EPG Manager's Awards**

Ernest M. Keeling
Director
Office of Accounting

Arnold Aquilano
Associate Administrator
NAS Development (former)

**Washington Headquarters
EPG of the Year**
Office of Accounting

Special Achievement Award
Maria McReynolds
Office of Accounting

**Washington Headquarters
EPG Member Award**

Jesse Bogan
Airspace Rules and Aeronautical
Information Division

EPG Member Achievement Awards

Jesse Bogan
Airspace Rules and Aeronautical
Information Division

James Brown
Air Traffic Systems Management

John Hamilton
Advanced System Acquisition
Service (former)

Janet McNab
Aviation Policy and Plans

Sharon Pierson
Office of Associate Administrator
for NAS Development (former)

Norma Jean Vanagas
Office of Accounting



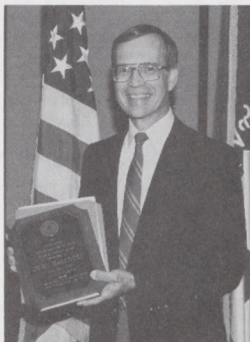
Jesse Bogan, second from left, Airspace Rules and Aeronautical Information Division, Air Traffic Rules and Procedures Service, received two honors: Washington Headquarters EPG Member Award and the EPG Member Achievement Award. Bogan's parents, Frenchel and Eugene Bolton, were also at the awards ceremony.



Ernie Keeling, Office of Accounting's Director, shows off his plaque for the Washington Headquarters EPG Manager's Award. Brooks Goldman, AAD-1, congratulates Keeling.



Arnold Aquilano, formerly Associate Administrator for NAS Development, received a Washington Headquarters EPG Manager's Award. He is now Associate Administrator for Airway Facilities. Sharon Pierson, former Office of the Associate Administrator for NAS Development, was awarded an EPG Member Achievement Award. Currently she works in ASD-10.



John Hamilton, formerly in the Advanced System Acquisition Service, won an EPG Member Achievement Award.



Maria McReynolds, Office of Accounting, won the Special Achievement Award. Herb McLure, AHR-1, attended the presentation.

Norma Jean Vanagas, photo below right, Office of Accounting, won an EPG Member Achievement Award. Here she holds the trophy received by the Office of Accounting as the winner of the Washington Headquarters EPG of the Year.



James Brown, Air Traffic Systems Management group, won an EPG Member Achievement Award. Debra Campton and Leona Jordan, above left, accepted the award for him.



Janet McNab, photo to the left, Office of Aviation Policy and Plans, won an EPG Member Achievement Award. With her is John Rogers, APO-1.

Fifty-four FAAers from across the country and an additional five people from outside the agency have been selected to compete in the next phase of FAA's program to find candidates for the Senior Executive Service.

In November, the number will be cut to 25 to 30 candidates.

Those selected in November will go through a special development program which could last as long as two years.

Searching for Senior Executives

*59 Make First Cut —
Final Candidate Selection
in November*

When they graduate they will serve as the primary pool for selection into

entry-level SES positions at the FAA.

More than 360 applied for the SES Candidate Development Program earlier this year.

The 59 scored high on the first major screening step — a background and credentials review, which included a managerial endorsement.

Now they face a panel interview and will pick colleagues and subordinates to rate them on several work-related factors.

turn to **SES** on page 3

August 7, 1990



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

Highlights

Safety Stats Improve. For the first half of 1990, near midair collision reports by pilots declined 21% compared to the first six months of last year.

From January through June, pilots reported 224 near midairs compared to 283 for the first half of 1989.

Pilot deviations showed a 7% drop to 1,168 for January-June of this year from 1,250 for the same period last year.

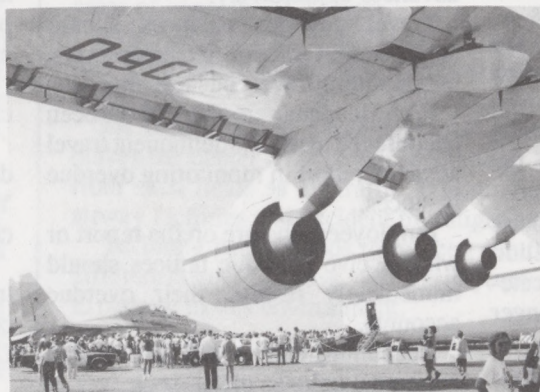
Operational errors by controllers also posted a drop. They declined 3% to 449 for the first half of 1989 from 462 for the same period last year.

Bohr Retires. Paul Bohr, Central Regional Administrator, retired on August 3 after 36 years of federal government service — four in the Navy and 32 with the FAA.

He began his agency career in the Central Region in 1958.

\$766 Million in Grants. The FAA has approved \$766.2 million in allocations under the Airport Improvement Program (AIP) during the third quarter of the 1990 fiscal year.

turn to **Highlights** on page 2



military's Lockheed C-5A Galaxy by more than 67 feet. The Anatov-225 is powered by six Lotarev turbofans, each generating 51,590 pounds of static thrust. The Galaxy runs on four GE turbofan engines, each rated at 41,000 pounds of static thrust.

Long Wings

Part of its long wingspan and three of its powerful engines dwarf aviation enthusiasts as the Soviet's gigantic cargo plane, the Anatov-225, attracts crowds at airshows throughout the country. Here, the one-of-a-kind cargo plane and the world's largest aircraft is displayed at the recent Aerospace America '90 in Oklahoma City. The Soviets are looking for investors and buyers for the big bird so they can crank up production. Its 290-foot wingspan outstretches the U.S.

Tough No Smoking Rules Begin Sept. 1 Goal for All of FAA: Smoke-Free Environment



You may have already seen it on the health clinic's electronic moving sign in the FAA's Headquarters lobby: "New DOT smoking policy to be implemented 9-1-90. Watch for updates and further information."

September 1 is the target date to begin tough, new regulations that will virtually ban smoking in all FAA and DOT buildings across the country.

In early July, a DOT bulletin outlined the smoking ban.

The September implementation date gives the FAA and other DOT transportation modes time to make plans for the ban and, when necessary, complete negotiations with union representatives.

turn to **Smoke-Free** on page 3

Highlights *from page 1*

The money went for 370 planning and development projects in 49 states and three territories.

Of the money allocated, \$670.3 million went for 170 projects at primary airports, including multiyear projects.

The largest single approval was a letter of intent for \$351 million for initial construction at the new Denver International Airport, which is scheduled to be open in late 1993.

Another letter of intent for \$33 million was approved for Greater Pittsburgh International Airport.

A letter of intent indicates the government's plan to provide future discretionary and/or entitlement funds for major capacity projects that require a significant investment. Future year funding, although identified by specified amounts in letters of intent, is subject to adjustment depending on future appropriations by Congress.

Another \$50.2 million was allocated for 113 projects at general aviation airports and \$32.4 million was approved for 47 projects at reliever airports which help to keep traffic away from the busier primary airports.

Smaller commercial service airports received allocations of \$10.9 million for 19 projects. Airports in this category generate at least 2,500 passenger departures a year.

Also approved were 21 airport system plan studies totaling \$2.4 million.

Safe Fly-In. Accident prevention experts from Headquarters, AFS-20, gave a helping hand to Northwest Mountain Region FAAers during the recent Arlington '90 fly-in in Washington state.

The accident prevention team conducted more than 25 safety seminars attended by more than 1,200 aviation enthusiasts.

FAA Deputy Administrator Barry Harris held a "Meet the Boss" session on July 14, and many Northwest Mountain FAAers participated in aviation safety forums throughout the five-day event.

AFS-20 reports the fly-in was "safe and extremely successful."

Delinquent Travel Advances. FAA accounting offices are now required to collect delinquent outstanding travel advance balances through payroll deduction.

Temporary duty 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 duty station.

When advances become delinquent, employees are notified within 10 workdays, and the money owed will be taken out of their paychecks unless the debt is settled within 15 workdays.

DOT Secretary Sam Skinner requires monthly travel advance balance reports from the FAA and other transportation modal administrations and wants accounting offices to collect overdue advances aggressively.

Travel advance balances should decrease, the Office of Accounting says, by submitting travel vouchers promptly.

FAA Headquarters offices have been encouraged to use the delinquent travel advance report in monitoring overdue balances.

Employees who are on the report or who receive past due notices should immediately resolve their overdue accounts.

Accounting offices will help resolve any travel balance differences.

Eastern Update. While Eastern Air Lines currently meets safety standards for operating an airline, the agency is "carefully studying" a July 25 New York grand jury indictment of Eastern

and a number of its officials on various charges relating to the airline's maintenance practices.

"If we find anything that gives us concern . . . we will take whatever action is necessary to protect the traveling public," FAA Administrator James Busey said.

He said the indictment "should send a firm message to all - this Administration cannot and will not tolerate fraud or deception, especially when the safety of the traveling public is at stake."

In late 1988 and early 1989, the FAA investigated allegations of falsification of maintenance records at the airline's maintenance facility at JFK International.

The FAA was prepared to shut down the facility. When confronted with the evidence turned up by the investigation, Eastern closed down the facility.

The FAA took immediate action to make sure that safety checks were performed and revoked a number of mechanics' certificates.

The FAA later sought an \$839,000 civil penalty for the violations.

The FAA turned over all of its evidence to the U.S. Attorney in New York for investigation and possible criminal prosecution as warranted.

Busey said the FAA will continue its intense surveillance of Eastern and will continue to cooperate fully with the U.S. Attorney's ongoing investigation.

Volcanic Ash Symposium. A symposium focusing on volcanic ash and how it affects aircraft will be held next summer in Seattle.

It is scheduled for Tuesday through Thursday, July 9-11, 1991, with optional field trips on July 8 and July 12 to Mt. St. Helens in Washington state and possibly Mt. Redoubt in Alaska.

The symposium will be jointly sponsored by the FAA, U.S. Geological Survey, National Oceanic and Atmospheric Administration and the Air Transport Association.

A call for papers will be issued shortly.

For technical information, contact Robert E. Machol, FAA's Chief Scientist, FTS 267-9451.

For logistical information, contact

Headquarters

Intercom

August 7, 1990
No. 90-31

Pat Cariseo
Pat Tomasetti
Associate Editors

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(202) 267-8521

Helen Weston, Air Transport Association, 1709 New York Avenue, NW, Washington, DC 20006, (202) 626-4237.

Simulation conference. The FAA is sponsoring an "Airport and Airspace Planning Session" as part of CACI's 15th annual simulation conference.

CACI is a firm specializing in simulation.

It will be held Tuesday-Thursday, August 21-23, at the Westpark Hotel, Rosslyn, VA.

For registration material and additional information, contact John Sullivan, FTS 267-7571.

SES *continued from page 1*

After the panel interview, about 30 will participate in an executive development center - a simulated public sector executive's job.

All applicants will receive feedback at each stage of the selection process.

The final candidates selected in November will 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.

Smoke-Free *from page 1*

Jon Seymour, DOT Assistant Secretary for Administration, has urged DOT operating administrations "to move ahead as quickly as possible, so that we can eliminate the potential health risks from exposure to environmental tobacco smoke for employees in all DOT facilities."

Under the new smoking policy, "... Whenever possible, total smoking prohibitions shall be established in DOT buildings. Where such prohibitions are not feasible, smoking should be allowed only in limited designated areas that reflect concerns with environ-

mental smoke, such as where ventilation to the outdoors would be available...."

Areas in DOT buildings now designated for smoking usually don't have ventilation.

At the FAA Headquarters, building management, health unit and employee assistance program personnel have been involved in putting together implementation procedures. Consideration

Watch for details in upcoming issues of *Intercom*.

Keeping FAA Executives in the Know *Mae Avery Heads Up Operations Center*

Mae L. Avery - a duty officer since 1984 and an FAA employee since 1978 - has been selected manager, FAA's National Operations Center Complex, ADA-30.

Avery replaces Jim Davis who had managed the center for more than 20 years.

The Operations Center, a unit in the Office of the Deputy Administrator, receives and disseminates to key FAA officials information about aviation-related occurrences throughout the world. It works closely with other government organizations to carry out its duties.

Staffed 24 hours a day, seven days a week, the center employs 13 duty officers who work at least two to a shift.

Avery, who began her communications training in the Army, worked at the Veterans Administration for a short time. She joined the FAA's Telecommunications Center 12 years ago as a telecommunications specialist and soon thereafter was selected to participate in the agency's Upward Mobility Program that identified employees with management talent.

Avery was also trained as a group facilitator when the agency began working through employee participation groups to identify and correct areas of concern for FAAers.

Avery says she is "really excited" about her new job and "is looking forward to providing the best service to those organizations in the FAA that require it."

She considers that the diverse backgrounds of duty officers are what makes the center a successful operation. These men and women come from such fields as air traffic, telecommunications, flight engineering, airway facilities and accident investigation.

"Different backgrounds have been combined purposefully to draw on different talent," she says. What is important is "to demonstrate the ability to operate in this environment."

is also being given to the views and concerns of employees.

The Headquarters Employee Participation Group has been working on the smoking ban issue.

The next EPG meeting is Thursday, August 9. Headquarters FAAers with any concerns, should contact their EPG representative.

Need Help To Quit Smoking?

With the smoking ban in all FAA facilities scheduled to begin September 1, FAA Headquarters is providing effective programs to help smokers kick the habit.

Special smoking cessation training programs kick off this month. They will be jointly sponsored by the Headquarters Employee Assistance and Health programs.

Flightplan

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The academy is open to students 15 to 18 years old. The fee is \$60.

FAAers who know young people interested in finding out more about aviation, should contact Mary Jo Byberg, x73465, as soon as possible. Class size is limited to 20 students.

Women's equality events. The FAA will help celebrate the 70th anniversary of the 19th Amendment to the Constitution, which guarantees the right to vote regardless of gender.

→ During the week of *August 20-24*, the Headquarters lobby will feature a display highlighting the multi-cultural diversity of women in the workforce, past and present.

→ On *Thursday, September 13*, women's equality from a minority woman's viewpoint will be the topic of a speech at FAA Headquarters. Specifics of this event will be announced soon.

Both events are sponsored by the Federal Women's Program Committee.

America will observe *Sunday, August 26*, the anniversary of the amendment's ratification, as "Women's Equality Day."

For more information, contact John Ogden, AHR-140, x73878, or Diane Ables, AHR-140, x73880.

Transit conclave. The National Defense Transportation Association will hold its 45th Annual Transportation and Logistics Forum and Exhibition on *Sunday-Wednesday, September 23-26*, in El Paso, TX.

General John R. Galvin, Jr., Supreme Allied Commander, Europe, has been invited as the keynote speaker.

The event will be held at the El Paso Convention and Performing Arts Center. For more information, contact Faye Boyle, NDTA, 50 South Pickett Street, Suite 220, Alexandria, VA (703) 751-5011.

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 *Monday, September 10*.

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Coalition meetings. The Washington Headquarters Chapter, National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled meetings for the organization on *Wednesday, September 12*, room

5ABC; *Tuesday, October 2*, room 5ABC; *Tuesday, November 6*, room 5ABC; and *Tuesday, December 4*, room 5ABC.

The coalition will hold its 14th annual conference *Wednesday-Saturday, September 19-22*, in Las Vegas, NV. This year's theme is "Visions and Strategies for the 90s."

Contact Marcia Adams, x73488, or Aretha Carr, x73489, for more information on the conference.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event. Bring them to room 908, or call x78521.

Feedback

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 mechanical repairs.

Extra copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

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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.

Wednesday deadline. *Intercom* is published weekly.

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



'Tin Goose' on the Loose

A Ford Trimotor, or a "Tin Goose" as it is affectionately known, was buzzing around the Washington area recently offering rides at the Manassas Airport.

Owned by Al Chaney of Hebron, OH, it is one of only nine still flying in the world. Chaney says Charles Lindbergh was the first to pilot his "Tin Goose," and it was the only airplane in which Henry Ford took a ride.

It is the world's oldest metal aircraft. The plane can carry two crewmembers and 14 passengers, cruise at 80 miles an hour and travel from 400 to 500 miles.

Chaney's goose, which sold for \$51,000 in 1928, was practically sold for scrap several years later for \$1,600. It was replaced by the DC-3 in 1935. Now the plane is worth \$3 to \$5 million.

Photo by John Cleveland Garofalo

August 14, 1990



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

Kicking the Habit ^{21N}

FAA Chief Vows to Quit Smoking, Ban Starts Sept. 1

FAA Administrator James Busey says he'll try to quit smoking and will lead the "FAA charge" for a smoke-free Headquarters workplace.

The total smoking ban in the building begins Saturday, September 1.

Most FAAers won't have to confront the ban until Tuesday, September 4, a day after the Labor Day holiday.

Find out more of what Busey has to say about smoking in his "Message from the Administrator," a new *Intercom* feature that debuts on page 5.

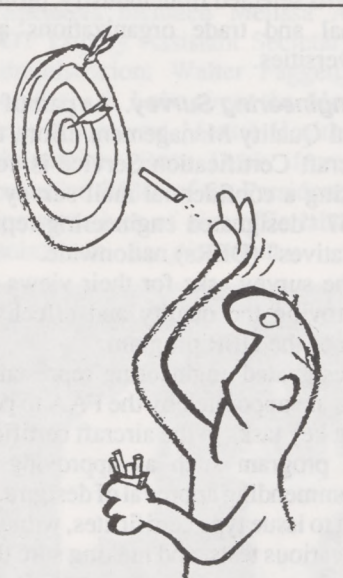
Highlights

Watery Rescue. When Bruce Niederriter, an air traffic controller at Virginia's Roanoke airport tower, and a friend started out on a recent boating expedition, they never imagined returning as heroes.

On a trip on Smith Mountain Lake, Niederriter saw a nearby boat burst into flames.

The craft's occupants, twin brothers from Lynchburg, VA, leaped into the water to escape the inferno.

turn to **Highlights** on page 2



Pick a Target Date to Quit Smoking and Stick to It

With the September 1 ban on smoking in all FAA buildings fast approaching, some smokers may want to kick the habit.

Picking a target date to quit is one tip to help future non-smokers get ready to take the no-smoke plunge. More hints on page 4.

Want help in quitting? FAA Headquarters has several programs. See page 5 for details.

How does smoking affect the heart? Find out on page 4.

Drinking and Flying ^{III}

New Rule Allows FAA to Check Driving Records ^{2.w.}

A new FAA regulation helps the agency track down and ground pilots involved in alcohol- or drug-related motor vehicle offenses that result in convictions or administrative actions.

"This regulation gives us the tool we need to deal with pilots who drink and drive. This kind of behavior indicates an

The tragic story of a pilot who hid drunk driving convictions from the FAA. Turn to page 6.

attitude that we believe is not compatible with safe flying," said FAA Administrator James Busey.

The new regulation provides that:

→ Individuals applying for an FAA-required medical certificate must consent to the release of information from the National Driver Register (NDR) enabling the FAA to obtain and review an applicant's motor vehicle offense record.

Information regarding motor vehicle actions occurring more than three years prior to the date of the FAA information request will not be released by the NDR.

→ Pilots are required to give written notification of each state and federal alcohol- or drug-related driving conviction or

turn to **Pilots' Driving** on page 6

Highlights *from page 1*

One of the brothers was already in flames when he dove overboard.

Niederriter immediately headed toward the burning boat and maneuvered within 10 yards to rescue the twins.

He took the brothers to shore and called the rescue squad.

Praising Niederriter's rescue, a local game warden said the brothers were lucky they were rescued so quickly.

"The life jacket they were using to cling to was a child's jacket, and I don't know how long they would have been able to hold on to it," the warden said.

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.

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\$4.7 Million Civil Penalty. The FAA has advised Conner Airlines that it faces a civil penalty of more than \$4.7 million for failing to submit a drug testing plan.

Conner is a charter cargo carrier operating in the United States and the Caribbean.

The FAA warned that the penalty would increase by \$10,000 a day for each violation until an acceptable plan is submitted and implementation begins.

The agency added that Conner, which is based in Miami Springs, FL, faces other enforcement action in addition to the civil penalty if it continues to fail to submit the plan.

"The FAA is serious about enforcing its drug testing regulations," said FAA Administrator James Busey.

"Our policy is that we are more interested in compliance than in penalties. However, I will not tolerate blatant disregard of critical safety regulations."

The agency's drug testing regulation requires all carriers that operate large aircraft to have submitted an acceptable drug testing plan by October 9, 1989, and to have implemented an FAA approved plan by December 18, 1989.

The regulation requires airlines to

test all employees in jobs that are safety- or security-sensitive, including all flight crewmembers.

All airlines were warned last September that they were subject to civil penalties of up to \$10,000 a day for each violation if they failed to submit a plan and begin testing.

Cotliar Named Examiner. William Cotliar of the Logistics Service's Quality Assurance Branch has been named to the 1990 Board of Examiners of the Malcolm Baldrige National Quality Award.

The award is offered annually to American companies that demonstrate the highest levels of total quality management (TQM).

As an examiner, Cotliar is responsible for reviewing and evaluating applications submitted for the award. The board is comprised of 178 quality experts selected from industry, professional and trade organizations and universities.

Engineering Survey. As part of its Total Quality Management effort, the Aircraft Certification Service is conducting a confidential mail survey of 1,767 "designated engineering representatives" (DERs) nationwide.

The survey asks for their views on improving the quality and effectiveness of the DER program.

Designated engineering representatives are appointed by the FAA to perform key tasks in the aircraft certification program such as approving or recommending approval of design data used to issue type certificates, witnessing various tests, and making sure that

regulations vital to issuing certificates are met.

The Human Resources Research Division, AAM-500, in Oklahoma City, and the Office of Management Systems' Statistical Analysis Branch, AMS-420, in Washington Headquarters, are providing technical assistance on the survey.

The questionnaires were mailed to designated engineering representatives on July 31.

An analysis of the survey's results is expected in October.

Child Care Info. As part of DOT Secretary Sam Skinner's initiative to create a premium child care program, the DOT has published the *DOT Child Care Issuance and Referral Directory*.

It lists child care referral agencies in all 50 states that can help parents identify and evaluate the quality of child care services.

"Providing quality care for our children is one of the most important contributions we can make to our nation's future," Skinner said. "The Department wants to support employee efforts to obtain appropriate care for their children."

Directories will be available in all FAA Human Resource Management offices and field facilities for use by employees on request. They will also be made available to all new employees during orientation.

Parents using the directory must call the resource and referral agencies directly to discuss their specific child care needs.

The DOT, FAA and resource and referral agencies listed in the directory do not endorse any particular child care service. Parents must make the final decision.

For more information, FAAers should contact their human resource management divisions.

Wednesday Deadline. *Intercom* is published weekly.

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Extra Copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

Headquarters

Intercom

August 14, 1990
No. 90-32

Pat Cariseo
Pat Tomasetti
Associate Editors

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Notice Process. A change to the FAA directives system has been issued that makes the notice process easier to use.

Makeup of the notice is simplified, and an optional coordination documentation is provided.

Also, because it essentially duplicates the function of the regular notice, the action notice as a form of directive is cancelled.

Details of this change are in Order 1320.1C, FAA Directives System, Change 1.

Cargo Service. The DOT has granted authority to Federal Express, which already serves Tokyo, to provide all-cargo service between the United States and an additional city in Japan.

Federal Express plans to begin serving Nagoya on October 1 in conjunction with its current Tokyo service.

Federal Express and Northwest Airlines applied for the service, but Northwest withdrew its application.

The agreement also provides for additional passenger service, another U.S. all-cargo airline and increased charter flights between the two countries.

Separate proceedings are underway to select carriers to provide these new services.

Golf Tournament. The 6th Annual FAA National Golf Championship will be held Thursday through Sunday, September 27-30, at the Doral Resort and Country Club, Miami.

The tournament will be played on the red, gold and "blue monster" courses.

This year's format will be a 54-hole individual tournament with players divided into flights based on their scores.

The winner of the championship flight will be declared the national champion and receive the traditional green blazer.

There will also be several optional tournaments and a facility team championship.

Entry fee is \$100.

To make reservations and to obtain information on a special lodging pack-

age, contact Jerry Smith, Paul Worley or Jim Reilly at the Miami Air Route Traffic Control Center, (305) 592-9770 or 592-9753.

1 Up, 2 Down. Signs in 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.

Just Say 'No' to Drugs. The Office of Labor and Employee Relations recently held its second conference for drug program coordinators in Baltimore, MD.

It updated coordinators on the new chain-of-custody form and changes in the program.

Skills necessary to conduct field training regarding the rules, regulations and procedures of the DOT's Drug Testing Program in the FAA were also taught.

Speakers included Melissa Allen, DOT Deputy Assistant Secretary for Administration; Walter Faggett and Domingos S. Lobo, from the Alcohol, Drug Abuse and Mental Health Administration; Ross Deck, from the Executive Office of the President; and representatives of air traffic labor organizations. See photo below.

Report Fraud to 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 this address:

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



Drug program conference attendees included, at front, Harnetta Williams, program manager, ALR-200, and Mercedes Ryan, Technical Center, ACM-150. Seated are Janice Armstrong, ALR-200; Sherrille Beverly, ANE-16; Ruth Arnold, AWP-16; and Troyce Lancaster, ASO-16. Standing behind the chairs are Lillie Powell, ASW-16; Barbara McLeod, ANE-16; Lucy Musatti, ANM-16; and Phyllis Burbank, AHR-140. At the back are Roger Blocker, ASW-16; Maureen Coe, ALR-200; Marge Cholometes, AAL-16; Irvon McKey, AAC-16; Mary Lewis, AEA-16; Roger Tyler, ACE-16; Lisa McGlasson, AGL-11; and Dennis McCain, ANM-16.

Getting Ready To Quit Smoking Cigarettes

A First Step: Set a Target Date and Stick to It

With FAA's smoking ban starting on September 1, many FAA smokers may want to quit.

Here are some tips from the Public Health Service and National Institutes of Health to prepare yourself for quitting.

→ Decide positively that you want to quit. Try to avoid negative thoughts about how difficult it might be.

→ List all the reasons you want to quit. Every night before going to bed, repeat one of the reasons 10 times.

→ Develop strong personal reasons in addition to your health and obligations to others. Think of all the time wasted taking cigarette breaks, rushing out to buy a pack or hunting for a light.

→ Begin to condition yourself physically. Start a modest exercise program. Drink more fluids. Get plenty of rest. Avoid fatigue.

→ Set a target date for quitting. Perhaps a special day - a birthday or an anniversary.

If you smoke heavily at work, quit during your vacation so that you're



already committed to quitting when you return.

Stick to that date, and don't let anything change it.

This will make it easy to keep track of the day you become a nonsmoker. Celebrate the date every year.

→ Bet a friend you can quit on your target date. Put your cigarette money aside for every day, and forfeit it if you smoke.

But if you do smoke, don't give up. Simply strengthen your resolve and try again.

→ Ask your spouse, partner or friend to quit with you.

→ Tell your family and friends that you're quitting and when. They can be an important source of support, both before and after you quit.

→ Have realistic expectations. Quitting isn't easy, but it's not impossible either. More than three million Americans quit every year.

→ Understand that withdrawal symptoms are temporary. They usually last only one to two weeks.

→ Know that most relapses occur in the first week after quitting when withdrawal symptoms are strongest and your body is still dependent on nicotine.

Be aware that will be your hardest time. Use all your personal resources - willpower, family and friends - to get through this critical period successfully.

→ Know that most other relapses occur in the first three months after quitting when an unexpected or particularly stressful event occurs.

These are the times when people reach for cigarettes automatically, because they associate smoking with relaxing. These situations are hard to prepare for until they happen. Remember that smoking is a habit, but it's a habit you can break.

→ Realize that most successful ex-smokers quit for good only after several attempts. You may be one of those who can quit on your first try; but if you're not, don't give up. Try again.

Cigarettes and Heart Disease

What Smoking Does to Your Body

Medical experts say that cigarette smoking is responsible for about 85% of all lung cancer deaths, but it is also linked to hundreds of thousands of heart disease deaths, too.

Smoking is the major risk factor for diseases of the heart and blood vessels.

Here's what smoking does.

→ **Raises Blood Pressure.** Nicotine in cigarette smoke is a stimulant. Nicotine stimulates the heart, causing it to pump faster and raise blood pressure. Nicotine also causes arteries to constrict making it more difficult for blood to flow, placing greater strain on the heart.

→ **Depletes Oxygen.** Carbon monoxide, a chemical contained in cigarette smoke, reduces oxygen in the blood. The heart must work harder to supply the rest of the body with needed oxygen.

→ **Thickens Blood.** Smoking causes changes in the blood. Platelets - blood cells needed for normal clotting - become abnormally sticky, blood becomes thicker and the risk of dangerous blood clots increases.

→ **Damages Arteries.** Smoking causes changes in the inner walls of the arteries and is a factor in coronary artery disease - the build-up of fatty substances in the arteries that nourish the heart.



**Next week:
Ways of quitting**

Want To Stop?

Sign Up for These Clinics

FAA Headquarters is offering two special clinics this month and next to help employees quit smoking.

It's easy to sign up and get more information.

Just call Jerry Meade, Employee Assistance Program manager, x73945, or Sam Hart, National Health Awareness Program manager, x77964.

Here are the two programs: The Stop Smoking Institute and the American Cancer Society's "Fresh Start."

Both are co-sponsored by the Headquarters Health Awareness Program and the Office of Human Resource Management and will be held in the Headquarters building.

These programs will be held occasionally throughout the year, depending on the need. *See schedules below.*

The Stop Smoking Institute offers a free one-hour orientation which explains how it works.

Those who sign up will then go to seven afternoon sessions on Tuesdays and Fridays during September.

The institute fee of \$110 will be totally refunded if the employee successfully quits smoking for at least six months.

"Fresh Start" will be conducted by Montgomery General Hospital with four free one-hour sessions in late August and early September.

Message from the Administrator

Working Together for a Smoke-Free Headquarters

As we all know, a new DOT smoking policy goes into effect September 1. There will be a total smoking ban in FAA Headquarters.

I'm fully supportive of this major health initiative by our Secretary of Transportation and am preparing to lead the FAA charge.

Years ago, when you and I began to smoke, little was known about its effects on smokers and non-smokers.

Through the years as more and more information becomes available, it is tough to ignore the facts.

We smokers are definitely in the minority of our fellow Americans today.

While it is never easy to modify behavior, we are challenged to do just that.

To help us through the difficult transition ahead, Aviation Medicine and Human Resource Management have set up smoking cessation clinics here at Headquarters.

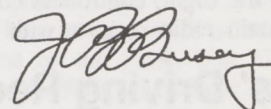
I intend to make use of that opportunity to help me through the tough transition.

Recognizing not only the effects of smoking on my own health, but also that of passive smoking to my co-workers' health, I fully support the Department's new policy.

I urge each of you to join with me in creating a smoke-free workplace. It is in all of our health interests to do so.

Let's all work together, smokers and non-smokers alike, to make Headquarters the first FAA smoke-free workplace.

Press on!



Headquarters Smoking Cessation Programs

The Stop Smoking Institute

Orientations

Thursday, August 16

2-3 p.m., Headquarters auditorium

Thursday, September 6

11 a.m.-12 noon and 2-3 p.m., Headquarters auditorium

Sessions

Sessions run from 2 to 4:30 p.m. on these dates:

Friday, September 7, room 8C

Tuesday, September 11, room 8C

Friday, September 14, room 8C

Tuesday, September 18, room 8C

Friday, September 21, room 8C

Tuesday, September 25, room 8C

Friday, September 28, room 9AB

'Fresh Start' Program

Sessions

Sessions will be held from 10 to 11 a.m. in room 5C on these dates:

Tuesday, August 28

Thursday, August 30

Tuesday, September 4

Thursday, September 6

**'Have realistic expectations.
Quitting isn't easy,
but it's not impossible either.'**

Public Health Service/National Institutes of Health

The tragic death of a pilot who had hidden his drunk driving violations from the FAA was blamed on drinking just a few hours before flying.

That's the conclusion of a National Transportation Safety Board investigation.

Here's what happened.

The flight involved in the crash originated in Kenosha, WI, at 2 a.m. on February 22, 1986. A twin-engine Beech aircraft was flown by a 36-year-old pilot, its only occupant.

He had an air transport rating with 7,500 hours of flight time, and a second class medical certificate with a waiver for color vision deficiency and a requirement to wear glasses while flying.

The pilot of the 250-year-old Beech was on an "on-demand" air cargo mission, flying 600 pounds of machine parts to Atlanta. He had been alerted at 1 a.m. of the scheduled flight.

He left his home base in the aircraft and flew to Milwaukee to pick up the parts.

En route to Atlanta, he filed a flight plan with the Chicago Air Route Traffic Control Center, requesting the altitude of 11,000 feet and a direct route to Atlanta. The center cleared him for that altitude and route of flight.

During the flight, controllers could not maintain radio contact with the

A Tragic Ending

Pilot Hid Alcohol and Driving Convictions

The pilot had 20 traffic violations and had been jailed for DUI for as long as five months.

At the time of the accident, he was on a work-release program, allowing him to fly for an air cargo company.

NTSB investigation

pilot. His responses were garbled, delayed or absent. His last transmission was almost two hours before impact, and there was no indication he had instituted lost communications procedures.

The aircraft crashed into a mountain at about 6:30 a.m. near Copperhill, TN.

A post-crash fire destroyed the aircraft. Accident investigators could find

no mechanical or structural cause for the accident.

The pilot's body, although described as being "incinerated," provided dental identification. In addition, a small amount of blood was found and analyzed by FAA's Civil Aeromedical Institute in Oklahoma City. It revealed 0.158% ethyl alcohol and 6% carboxyhemoglobin.

Examination of the pilot's airman medical records indicated he had denied having medical problems or traffic convictions. However, a human performance investigation by the NTSB revealed that, in less than a five-year period, the pilot had accumulated seven driving-under-the-influence (DUI) convictions.

His driver's license had been revoked in 1985 for five years. He had to rely upon friends, buses and cabs for transportation because he had been involved in an auto accident that wrecked his van in 1984.

He had been involved in three minor aircraft accidents, had 20 traffic violations and had been jailed for DUI for as long as five months. At the time of the accident, he had been jailed but was on a work-release program, allowing him to fly for an air cargo company.

The NTSB investigation revealed that he had been drinking beer as recently as three hours prior to the flight, and at the time of the accident, he had been without sleep for 21 hours.

The finding of a significant blood alcohol level triggered further investigation, which led the NTSB to determine that the probable causes of the accident included alcohol impairment, fatigue and poor judgment.

Both the altitude flown, 11,000 feet without supplemental oxygen, and the pilot's smoking habit would have caused hypoxia - contributing to the fatal crash of the flight.

Reprinted from the spring issue of FAA's Federal Air Surgeon's Medical Bulletin.

Special thanks for this accident report go to consultant Dr. Bob Lash, Aeromedical Services at the University of Tennessee Medical Center in Knoxville, TN.

Pilots' Driving Records *continued from page 1*

administrative action within 60 days of the action.

→ The FAA can deny an application for a pilot certificate or take action to suspend or revoke an existing certificate if the individual receives two or more alcohol- or drug-related driving convictions or administrative actions within a three-year period after the rule becomes effective.

→ Failure of a pilot to report such a motor vehicle action to the FAA is grounds for denial of a pilot certificate application or suspension/revocation of a pilot certificate.

The new rule adds sharper teeth to regulations prohibiting flying under the influence of alcohol.

It supplements a longstanding FAA regulation that forbids anyone from acting as a crewmember of a civil aircraft within eight hours after the consumption of alcohol, while under the influence of alcohol or while using any drug that adversely affects performance.

That rule was amended in 1985 to establish a blood alcohol level of .04% or higher by weight as determinative that a crewmember is under the influence of alcohol.

The FAA said the new regulation helps improve aviation safety by removing pilots who demonstrate an "unwillingness or inability to comply" with state or local drunk driving laws.

Flightplan

Bowling league. Interested in joining the FAA Bowling League? Contact Ann Bowers, x78190, or Jerry Ard, x78381.

A meeting is planned for 7 p.m., *Thursday, August 23*, for all team captains and interested bowlers at Fair Lanes Seminary, Seminary Road near I-95 in Virginia.

The meeting will focus on league bylaws.

Bowling kicks off at 6 p.m., *Thursday, September 6*.

Simulation conference. The FAA is sponsoring an "Airport and Airspace Planning Session" as part of CACI's 15th annual simulation conference.

CACI is a firm specializing in simulation.

The conference will be held from *Tuesday to Thursday, August 21-23*, at the Westpark Hotel, Rosslyn, VA.

For registration material and additional information, contact John Sullivan, x77571.

Youth academy. Here's a chance for students to learn more about aviation during a special week-long program sponsored by the FAA at Headquarters.

The Aviation Career Education Academy offers information on FAA and aviation careers and what it takes to keep the complex airspace system up and running, including field trips to National Airport and the air route traffic control center in Leesburg, VA.

It will be held *Monday-Friday, August 20-24*.

The academy is open to students 15 to 18 years old. The fee is \$60.

FAAers who know young people interested in finding out more about aviation, should contact Mary Jo Byberg, x73465, as soon as possible. Class size is limited to 20 students.

Women's equality events. The FAA will help celebrate the 70th anniversary of the 19th Amendment to the Constitution, which guarantees the right to vote regardless of gender.

→ During the week of *August 20-24*, the Headquarters lobby will feature a

display highlighting the multi-cultural diversity of women in the workforce, past and present.

→ On *Thursday, September 13*, women's equality from a minority woman's viewpoint will be the topic of a speech at FAA Headquarters. Specifics of this event will be announced soon.

Both events are sponsored by the Federal Women's Program Committee.

America will observe *Sunday, August 26*, the anniversary of the amendment's ratification, as "Women's Equality Day."

For more information, contact John Ogdan, AHR-140, x73878, or Diane Ables, AHR-140, x73880.

Transit conclave. The National Defense Transportation Association will hold its 45th Annual Transportation and Logistics Forum and Exhibition on *Sunday-Wednesday, September 23-26*, in El Paso, TX.

General John R. Galvin, Jr., Supreme Allied Commander, Europe, has been invited as the keynote speaker.

The event will be held at the El Paso Convention and Performing Arts Center.

For more information, contact Faye Boyle, NDTA, 50 South Pickett Street, Suite 220, Alexandria, VA (703) 751-5011.

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 *Monday, September 10*.

Supervisors and managers interested in attending should contact Debbie Hensley, x73879, 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.

Coalition meetings. The Washington Headquarters Chapter, National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled meetings on *Wednesday, September 12*, room 5ABC; *Tuesday, October 2*, room 5ABC; *Tuesday, November 6*, room 5ABC; and *Tuesday, December 4*, room 5ABC.

The coalition will hold its 14th annual conference *Wednesday-Saturday, September 19-22*, in Las Vegas, NV. This year's theme is "Visions and Strategies for the 90s."

Contact Marcia Adams, x73488, or Aretha Carr, x73489, for more information on the conference.

Volcanic ash symposium. A symposium focusing on volcanic ash and how it affects aircraft will be held next summer in Seattle.

It is scheduled for *Tuesday through Thursday, July 9-11, 1991*, with optional field trips on July 8 and July 12 to Mt. St. Helens in Washington state and possibly Mt. Redoubt in Alaska.

The symposium will be jointly sponsored by the FAA, U.S. Geological Survey, National Oceanic and Atmospheric Administration and the Air Transport Association.

A call for papers will be issued shortly.

For technical information, contact Robert E. Machol, FAA's Chief Scientist, x79451.

For logistical information, contact Helen Weston, Air Transport Association, 1709 New York Avenue, NW, Washington, DC 20006, (202) 626-4237.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event. Bring them 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.

EPGs

Dealing with Tough Issues at Headquarters

Many think employee participation groups (EPGs) are groups of people who plan and organize office parties and picnics.

Although the groups often get involved in social functions, they do much more.

EPG members also consider and make recommendations for changes and improvements related to: working conditions; work products, processes and methods; organizational policies and procedures; proposed policies and directives affecting employees; and planned, anticipated or current changes.

For example, a major problem addressed by the Headquarters EPG was the theft of thousands of dollars of computer equipment and parts.

After several meetings with organizations involved, one highly visible temporary measure put into practice was tighter inspection of briefcases, packages and other items carried out of the building.

This inspection procedure and additional measures implemented reduced the theft problem.

Other issues with which the Headquarters EPG is involved are implementing the smoking ban in the building, building modernization, library relocation and the building environment.

Particular concerns were addressed in a recent meeting with the Deputy Administrator Barry Harris, EPG members and representatives from the medical staff, Logistics and Human Resource Management.

They included the needs of both smokers and nonsmokers during the transition to a smoke-free building and ways of communicating information to employees about building projects, programs and policies.

The medical staff and EPG members are currently working with other organizations to make an easy transition to the building's new smoking policy.

People



Members of the Federal Women's Program Committee posed for a group picture with several of the winning managers.

Saluting managers. Twenty-two managers from FAA Headquarters and the National Transportation Safety Board were singled out recently for praise from the Federal Women's Program Committee.

The winning managers were treated to a luncheon and received awards for supporting efforts of their workers involved in Federal Women's programs.

Those honored at the event were:

Carolyn Blum, ALG-1
John Brown, AAA-100
Joe Del Balzo, AXD-1
Peggy Gilligan, AOA-2
George Gordon, acting ACR-2
Shirley Greiner, ALG-380
Don Hansen, AAA-300
Lillie Harris, ALG-370A
Charlotte Harrison, AAA-212
Gene Jensen, ASE-400
Ernie Keeling, AAA-1
Craig Keller, NTSB

Harold LaBlanc, ALG-340
Fred Pelzman, APA-200
Fanny Rivera, AHR-100
Quentin Taylor, ARP-2
Donald Watkin, AAM-230
Leon Watkins, ACR-1
Fred Whiteside, AAA-200
Brenda Yager, AGI-1



Sam Hart, one of the many organizers of the managers' awards luncheon, receives thanks from Bob Whittington, Executive Director for Administration and Resource Management.

The various EPGs throughout Headquarters are involved in numerous issues and activities.

If an EPG can help you with a particular concern, contact your representative and get involved in the problem's resolution.

Thanks to Jesse Bogan, ATP-245, for this article on EPGs.

Feedback

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.

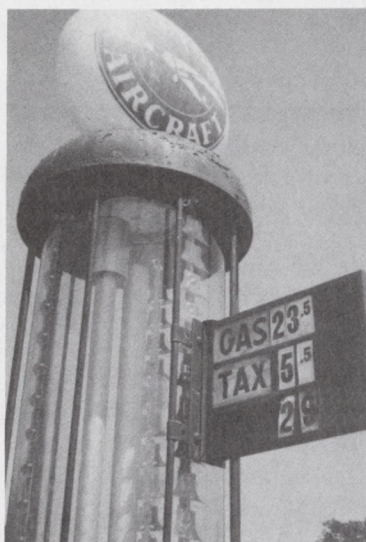


U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

Aviation's Yesteryear



Vintage aircraft weren't the only things bringing back memories of aviation's past at "Oshkosh '90," the Experimental Aircraft Association's annual fly-in and airshow in Wisconsin. An old aviation fuel tank with some prices out of the past still stands at the fly-in site. Looking for a part for an old flying machine? There were lots of used pieces for sale in Oshkosh.

Photos by George Mathieu

Saving Lives Three Honored for 'Outstanding' Flight Assists

"Outstanding Flight Assist Awards" are given each year to air traffic controllers who help pilots avert disaster.

They are awarded in each of the three options - en route, flight service station and terminal.

The winners for 1989 were:

→ *Michael J. Blume*, Minneapolis Air Route Traffic Control Center.

→ *Albert D. Jones*, Tri-City Airport Air Traffic Control Tower, Blountville, TN.

→ *Stephen A. Hubbert*, McGrath Flight Service Station, McGrath, AK.

Hubbert is currently assigned to the McAlester, OK, Automated Flight Service Station.

At a recent Headquarters ceremony, turn to Flight on page 3

More Flexibility for Managers

Two Headquarters Organizations, Southwest Region To Test New Bottom-Line Budget Program

Later this year, the FAA will begin to test a program to boost manager flexibility to manage employees and budget resources.

It will allow line managers to decide their workers' grades and their organizations' employee levels based mainly on a bottom-line budget figure.

It's called "Manage to Budget." The goal is to foster more creative and efficient management decisions tied to the needs of the immediate office.

The program should also support faster personnel and budget service to customers.

Here's how it is going to work.

Beginning in October, about 2,000 employees - or 3.6% of the agency's total workforce - at Headquarters and the Southwest Region will test the program for a year.

turn to Flexibility on page 3

Highlights

Busy Scottsdale. Arizona's Scottsdale Airport is expected to become the United States' busiest single-runway airport with a projected total of 260,000 takeoffs and landings for this year.

June was a record breaking month for Scottsdale. On a sweltering June 26, a record-high temperature of 119 turn to Highlights on page 2



Switch

One way to cut down on cigarettes is to switch to a brand you don't like or one that's lower in tar and nicotine. Turn to page 4 for more tips to help kick the habit. Want to quit smoking? Sign up for one of the clinics listed on page 6.

Highlights *from page 1*

degrees was recorded at 2:45 p.m. at the airport.

There were 1,020 takeoffs and landings that Tuesday -- an average of 86 an hour.

Not since the tower opened in 1974 has the number been exceeded in one day.

Up to now, only Palomar Airport in Carlsbad, CA, and Palo Alto Airport in Palo Alto, CA, have recorded more operations than Scottsdale in the single-runway category.

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.

Mysterlous Fire. The National Transportation Safety Board said it was unable to determine the cause of an in-flight fire aboard a corporate airplane that crashed into a Florida apartment complex.

The accident occurred April 10, 1989, when a Beech 200 aircraft carrying two crewmembers and a power company executive departed Pensacola Regional Airport for Atlanta.

All three persons aboard the aircraft were killed, but no one on the ground was injured.

In a final report, the NTSB said no evidence was found of a lightning strike, aircraft system malfunction or incendiary device that might have started the fire.

However, the NTSB said the crewmembers' failure to put on the available oxygen masks, intended to reduce the effects of smoke and fumes in the cockpit, contributed to the accident.

The cockpit voice recorder picked up the voice of the passenger stating that there was a fire, the report said. The air traffic control facility at Pensacola received a crewmember's emergency declaration. It was the last communication from the plane.

Eyewitnesses told investigators they saw the plane, trailing smoke, descend and crash into an apartment building

New \$24 Million Tech Center Lab

Advanced Automation System Facility Opens in '93

The FAA has approved construction of a \$24 million Advanced Automation System (AAS) laboratory at the Technical Center, Atlantic City.

The 165,000-square-foot structure will house prototype equipment and engineering and software personnel associated with the AAS.

The AAS is the cornerstone of the agency's multi-billion-dollar plan to automate the entire air traffic control system, taking it into the next century.

The facility is expected to be completed in January 1993.

In 1988, FAA awarded a \$3.5 billion contract to IBM for the production, installation, testing, logistics and maintenance of the AAS.

Under the contract, a major portion of the work will be conducted at the Technical Center with direct connection to the center's existing National Airspace System laboratory.

approximately three miles northwest of the airport. An intense post-crash fire destroyed the aircraft and the apartment building.

3P

New NTSB Member. The Senate has approved the nomination of Christopher Hart to serve as a member of the NTSB through December 31, 1992.

He is a pilot with 1,400 hours of flying time, and he holds commercial, single-engine, multi-engine and instrument ratings.

Hart comes to the NTSB from a private law practice in Washington, DC.

He formerly worked in the DOT General Counsel's office and for the Air Transport Association.

He received bachelor's and master's degrees in aerospace engineering from Princeton University and a law degree

from Harvard University.

Hart fills the unexpired term of Joseph Nall who was killed in an airplane accident in November 1989.

5S

Weather Info Update. A computerized weather information service provided by the FAA to pilots will be discontinued September 30, but private firms are expected to offer similar services.

The Interim Voice Response System (IVRS) started in 1985 was scheduled to end on June 30, but the agency extended it for 90 days to give interested companies time to develop similar services more economically.

There are at least two commercial companies -- Input/Output Computer Services, Waltham, MA, and Enroute Systems, Cambridge, MA -- expected to begin similar services on October 1 over the 1-900 telephone network.

The firms are also expected to offer the services nationwide, whereas IVRS has been limited to 25 cities.

For pilots who choose not to use the commercial services, weather information will continue to be available through DUATS (Direct User Access Terminal System) and the Telephone Information Briefing System (TIBS) offered by automated flight service stations. During 1986, IVRS averaged 2,429 calls from pilots a day. By early 1990, the average had risen to 3,100 a day.

Headquarters

Intercom

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Pat Cariseo
Pat Tomasetti
Associate Editors

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Thrift Savings Investments. The President has signed legislation removing investment restrictions currently imposed on Thrift Savings Plan participants.

Starting in January 1991, FERS employees may allocate all of their contributions, as well as employer contributions, among the three investment funds.

CSRS employees may now also invest all of their contributions among the three funds.

Both groups of employees may reinvest the existing balances in their accounts among the three funds.

Speaking Russian. They're separated by the Bering Sea and another tough barrier -- language -- but FAAers are doing something about it.

Eleven FAAers from the Alaskan Region are finishing up a 12-week Russian-language course at the region's Anchorage headquarters.

The FAA contracted with the University of Alaska to provide the four-credit Russian class.

A follow-up course is planned for September, and another introductory course is set for January.

In February, the FAA and the Soviet Ministry of Civil Aviation inked an agreement that 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, are handing off aircraft to each other, have standardized telecommunications procedures and are sharing weather and air navigation information.

Flight Assists *from page 1*

Ed Harris, Executive Director for System Operation, commended the winners for their "high degree of professionalism" and for their "ability to act in the right way at the right time."

Calling the award a "celebration in recognition of employees," Bill Pollard, Associate Administrator for Air Traffic, acknowledged how much these and other FAA employees had done for the flying public.

In 1989 alone there were 1,127 flight assists -- 238 at en route centers, 499 at terminals and 390 at flight service stations.

Regions nominate one assist per option each year and forward them to ATH-310, the System Analysis Branch of the System Improvements Division, Office of Air Traffic System Effectiveness. A review board then selects the three winners from the regional nominations.

A cash award accompanies the selections.

Look for details of the very dramatic events on which the awards were based in an upcoming FAA World.

Flexibility *from page 1*

Airway Facilities and Management Systems will try the program at Headquarters along with Airway Facilities throughout the Southwest Region and non-straightlined organizations at Southwest Regional Headquarters in Ft. Worth.

Line managers, such as those at service, division and sector levels, will be

given funding limitations for the year.

Within those limitations, they'll be able to set the grades of non-standard positions in the organization, and they'll be able to hire as many people as they need to do the best job of getting the organization's work done.

Since they won't have current position controls, they'll have more freedom to mix part-time, temporary and similar types of jobs in the workforce.

Managers will still have to base grade level decisions on Office of Personnel Management position classification standards and sound budget management.

The Office of the Associate Administrator for Human Resource Management and the Office of Budget will provide guidelines and assistance. Managers will be trained and will be held accountable for their decisions.

Programs similar to "Manage to Budget" have been tried in several other agencies with good results.

As the "Manage to Budget" program progresses, a decision will be made whether to expand it on a test basis to other organizations or implement it permanently FAA-wide.

FAA Teams Up with the FBI 22A

Actions To Boost Civil Aviation Security Readiness

The FAA and FBI have agreed on a series of joint actions to improve civil aviation security, FAA Administrator James Busey told Congress.

To boost security, the FAA and FBI will:

→ Host an October seminar for the chief executive officers of major international air carriers to talk about the challenges to civil aviation security.

→ Hold joint meetings in November for FAAers in the field assigned to major U.S. airports to discuss security threats and vulnerability and how best to complement FAA and FBI responsibilities.

→ Send special evaluation teams to major U.S. airports. The teams' findings will be used to make changes in airport contingency plans and improve crisis management guidelines.

Busey appeared before the House Subcommittee on Aviation and the House Committee on Foreign Affairs on July 26.

Both panels discussed the report from the President's Commission on Aviation Security and Terrorism.

Busey said the report is a "serious effort" demanding a "serious response" from the FAA.

"And that is exactly what we are doing," he told members of Congress. "We are anxious to make those structural and procedural changes that will tangibly improve security -- all of us share in that objective."

Ways of Kicking the Cigarette Smoking Habit

Good Tips: Smoke Only Half of Each Cigarette; Stop Buying Cartons

Here are some tips from the Public Health Service and National Institutes of Health to help smokers who want to cut down on cigarettes and get ready to call it quits.

→ Switch to a brand you find distasteful.

→ Change to a brand that's low in tar and nicotine a couple of weeks before your target quit-smoking date. This helps change your smoking behavior.

Do not smoke more cigarettes. Do not inhale them more often or more deeply or place your fingertips over the holes in the filters.

All of these will increase nicotine intake. The idea is to get your body used to functioning without nicotine.

→ Smoke only half of each cigarette.

→ Each day, postpone lighting your first cigarette one hour.

→ Decide you'll smoke only during odd or even hours of the day.

→ Decide beforehand how many cigarettes you'll smoke during the day. For each additional cigarette, give a dollar to your favorite charity.

→ Change your eating habits to help you cut down.

Forexample, drink milk, which many people consider incompatible with

smoking. End meals or snacks with something that won't lead to a cigarette.

→ Reach for a glass of juice instead of a cigarette for a "pick-me-up."

→ Remember: Cutting down can help you quit, but it's not a substitute for quitting. If you're down to about seven cigarettes a day, it's time to set your target date and get ready to stick to it.

Cutting down can help you quit, but it's not a substitute for quitting.

If you're down to about seven cigarettes a day, it's time to set your target date and get ready to stick to it.

Public Health Service
National Institutes of Health

→ Smoke only those cigarettes you really want. Catch yourself before you light up a cigarette out of pure habit.

→ Don't empty your ashtrays. This will remind you of how many cigarettes you've smoked each day, and the sight and smell of stale butts will be very unpleasant.

→ Make yourself aware of each cigarette by using the opposite hand or putting cigarettes in an unfamiliar location or a different pocket to break the automatic reach.

→ If you light up many times during the day without even thinking about it, try to look in a mirror each time you put a match to your cigarette – you may decide you don't need it.

→ Stop buying cigarettes by the carton. Wait until one pack is empty before you buy another.

→ Stop carrying cigarettes with you at home and at work. Make them difficult to get to.



Don't empty ashtrays at home.

→ Smoke only under circumstances that aren't especially pleasurable to you.

If you like to smoke with others, smoke alone.

Turn your chair toward an empty corner, and focus only on the cigarette you are smoking and its many negative effects.

→ Collect all your cigarette butts in a large glass container as a visual reminder of the filth smoking produces.

Next week:

What to do the day you quit



Postpone lighting the first cigarette.

Flightplan

Bowling league. Interested in joining the FAA Bowling League? Contact Ann Bowers, x78190, or Jerry Ard, x78381.

A meeting, focusing on league by-laws, is set for 7 p.m., *Thursday, August 23*, for all team captains and interested bowlers at Fair Lanes Seminary, Seminary Road near I-95 in Virginia.

Bowling kicks off at 6 p.m., *Thursday, September 6*.

Women's Equality Day. On *Thursday, September 13*, from 10 to 11:00 a.m. in the auditorium, Thomasina Jordan will give a talk on cultural diversity in the workplace to celebrate the 70th anniversary of the 19th Amendment to the Constitution, which guarantees the right to vote regardless of gender. Jordan is co-director of the Native American Cultural Exchange.

The event is sponsored by the Federal Women's Program Committee.

America will observe *Sunday, August 26*, the anniversary of the amendment's ratification, as "Women's Equality Day."

For more information, contact John Ogden, AHR-140, x73878, or Diane Ables, AHR-140, x73880.

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 *Monday, September 10*.

Supervisors and managers interested in attending should contact Debbie Hensley, x73879, or their training coordinator.

The course involves one day of classroom work followed by a few hours of individual training and small group conferences.

Golf tournament. The 6th Annual FAA National Golf Championship will be held *Thursday through Sunday, September 27-30*, at the Doral Resort and Country Club, Miami.

The tournament will be played on the red, gold and "blue monster" courses.

Day Care Update

Child care enrollment. The DOT Day Care Center at FAA Headquarters is now enrolling youngsters—two years old through kindergarten—for the fall. Call Edward Ismail, (202) 488-8994.

Child care info. As part of DOT Secretary Sam Skinner's initiative to create a premium child care program, the DOT has published the *DOT Child Care Issuance and Referral Directory*.

It lists child care referral agencies in all 50 states that can help parents identify and evaluate the quality of child care services.

"Providing quality care for our children is one of the most important contributions we can make to our nation's future," Skinner said. "The Department wants to support employee efforts to obtain appropriate care for their children."

Directories are available in all FAA Human Resource Management offices and field facilities for use by employees on request. They will also be made available to all new employees during orientation.

Parents using the directory must call the resource and referral agencies directly to discuss their specific child care needs.

The DOT, FAA and resource and referral agencies listed in the directory do not endorse any particular child care service. Parents must make the final decision.

For more information, FAAers should contact their human resource management divisions.

This year's format will be a 54-hole individual tournament with players divided into flights based on their scores.

The winner of the championship flight will be declared the national champion and receive the traditional green blazer.

There will also be several optional tournaments and a facility team championship. Entry fee is \$100.

To make reservations and to obtain information on a special lodging package, contact Jerry Smith, Paul Worley or Jim Reilly at the Miami Air Route Traffic Control Center, (305) 592-9770 or 592-9753.

Women's program meetings. The Federal Women's Program Committee (FWPC) holds its monthly meetings from 11 a.m. to 1 p.m. in the Civil Rights conference room on the following *Wednesdays: September 5, October 3, November 7 and December 5*.

Coalition meetings. The Washington Headquarters Chapter, National

Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled meetings for the organization on *Wednesday, September 12*, room 5ABC; *Tuesday, October 2*, room 5ABC; *Tuesday, November 6*, room 5ABC; and *Tuesday, December 4*, room 5ABC.

The coalition will hold its 14th annual conference *Wednesday-Saturday, September 19-22*, in Las Vegas, NV. This year's theme is "Visions and Strategies for the 90s."

Contact Marcia Adams, x73488, or Aretha Carr, x73489, for more information on the conference.

1 up, 2 down. Signs in 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.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them to room 908, or call x78521.

Feedback

Aeronautical students wanted. Michael Durham at the Dulles Airport tower is looking for interested students from Northern Virginia to start an extension campus of Embry-Riddle Aeronautical University in the vicinity of the airport.

Those interested in forming classes for the first semester should contact Mike no later than *Monday, August 27*, at (703) 471-1270.

Embry-Riddle offers undergraduate and graduate degree studies.

The undergraduate degree plan is a Bachelor of Science in Professional Aeronautics. The cost for each course is \$100 a credit hour.

Semesters will be eight weeks long, and classes will be held evenings or Saturdays.

Share a ride. Pool it. Do something! Frustrated with traffic and the aggravation of getting to work? Wonder what

you can do about reducing pollution? Join a carpool or share a ride. It saves money, too.

Call 783-POOL or pick up a ride-matching application from the second-floor bus schedule board in FAA Headquarters.

Wednesday deadline. *Intercom* is published weekly.

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

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 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 this address:

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

Two Stop Smoking Programs Offered at FAA Headquarters

FAA Headquarters is offering two special clinics to help employees who want to quit smoking: The Stop Smoking Institute and the American Cancer Society's "Fresh Start."

The Stop Smoking Institute offers a free one-hour orientation which explains how it works.

Those who sign up will then go to seven afternoon sessions on Tuesdays and Fridays during September.

The institute fee of \$110 will be totally refunded if the employee successfully quits smoking for at least six months.

The Stop Smoking Institute

Orientations

Thursday, September 6
11 a.m.-12 noon and 2-3 p.m.
Headquarters auditorium

Sessions

Sessions run from 2 to 4:30 p.m. on these dates:

Friday, September 7, room 8C
Tuesday, September 11, room 8C
Friday, September 14, room 8C
Tuesday, September 18, room 8C
Friday, September 21, room 8C
Tuesday, September 25, room 8C
Friday, September 28, room 9AB

"Fresh Start" will be conducted by Montgomery General Hospital with four free one-hour sessions in late August and early September.

These programs will be held occasionally throughout the year, depending on the need.

To register or for more information, call Jerry Meade, Employee Assistance Program manager, x73945, or Sam Hart, National Health Awareness Program manager, x77964.

See schedules below.

'Fresh Start' Program

Sessions

Sessions run from 10 to 11 a.m.
in room 5C on these dates:
Tuesday, August 28
Thursday, August 30
Tuesday, September 4
Thursday, September 6

**Building Smoking Ban
Begins September 1**



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

Budget Crisis Prompts Belt-Tightening

19C

*Agency Faces \$2.5 Billion Cut in 1991 unless Congress Takes Action Soon
Money Crunch Could Force FAA To Freeze Hiring, Drop Overtime*

The FAA faces a major budget cut in October that could result in severe measures – and the possibility of furloughing all FAAers two to two-and-a-half days every pay period – unless Congress comes up with another budget plan soon.

FAA Administrator James Busey said employee furloughs would be a “last resort” in a worst case budget scenario.

To dispel speculation and rumors, Busey spoke to FAA employees from Headquarters about the federal budget crisis.

Busey’s August 13 remarks were broadcast to agency locations throughout the country.

The FAA, like all federal depart-

Putting employees on unpaid furloughs would be ‘a severe measure and one we would use only as a last resort . . .’

James Busey
FAA Administrator

ments and agencies, is required to map out contingency plans to prepare for a possible FAA budget cut of about \$2.5 billion in the 1991 fiscal year.

About \$1 billion of that would come from FAA’s operations accounts.

The contingency plans, the FAA chief emphasized, would kick in October 1 “if – and again I must emphasize that big word *if* – Congress fails to agree upon a budget plan in September.”

Here’s what could happen beginning October 1, the start of the 1991 fiscal year. The FAA would be forced to:

- Freeze all new hiring
 - Eliminate all overtime
 - Cut equipment purchases
 - Suspend all new permanent change of station moves
 - Eliminate all except mission-essential travel
 - Suspend most training
 - Curtail and renegotiate contracts
- turn to **Budget Crisis** on page 3

College to Tower

New Program Aims To Get Controllers on the Job

The FAA and a Pennsylvania community college have signed an agreement that will enable qualified graduates of the college’s air traffic control program to be employed directly by an FAA control tower without first attending the FAA Academy.

It will authorize the Community College of Beaver County to conduct a prototype program for five years to prepare graduates for an Associate in Applied Science Degree in Air Traffic Control.

Qualified graduates will be eligible for placement nationwide in the program being administered by FAA’s Eastern Region.

It will be part of “Flight Plan for Training,” a comprehensive, multiyear undertaking to enable the agency to accommodate the increased training required by the

turn to **College** on page 3



Got the Crazyes?

Taking a shower is one way to dampen the ‘cigarette crazyes’ after quitting smoking.

More tips on page 4.

What about smoke breaks when FAA’s total smoking ban begins September 1?

Check out page 5.

Behind the Scenes

Meeting the Challenges of the Goodwill Games

Coordinating aviation in and around the recent Goodwill Games, an international sports expo held in Washington State, presented the FAA with unique challenges.

“Busy, busy, busy” is how air traffic management specialist Mike Hopkins described his job as Goodwill Games coordinator.

Since November, Mike has attended more than 50 meetings with city and industry officials, aviation users and the news media.

“If anything relates to aviation and the Goodwill Games – I’ve been involved,” he said. The event ended August 5.

Aerial activity included flybys of Boeing jets, Air Guard Phantoms and Soviet SU-27 Flankers.

turn to **Games** on page 5

Highlights

Human Factors. Advanced technology is making aircraft and air traffic control highly reliable with vastly superior capabilities.

While no one questions that technology is better, questions are beginning to emerge about the role of humans and the new technology.

That's the view of Clay Foushee, FAA's human factors expert.

Foushee writes about the promise and problems of humans interacting with more sophisticated aviation equipment in the current issue of *FAA World*.

Here's some of what he has to say:

"One of the things that we are beginning to discover is that it is simply not true that automation is an easy way to remove human error from the system.

"While automation can and does eliminate certain classes of errors, we have begun to see that it can also create whole new classes of errors.

"We have spent most of our time trying to solve human performance problems by automating things.

"Automation is a wonderful tool when it is designed appropriately, but we shouldn't put all our eggs in one basket."

Check out Foushee's article, "Boundaries of Technology," and find out how the FAA is working with NASA, the Department of Defense, industry and academic communities on human factors research.

212
Recognizing FAAers. Organizations at FAA Headquarters headed by Executive Director for System Development Joe Del Balzo are putting together an annual employee awards program to spotlight individuals who have made exemplary contributions in their field.

The awards program is being patterned after one at the Atlantic City Technical Center, a pioneer in maintaining an employee recognition system.

The Tech Center has run a notable awards program for 13 years, "Awards for Professional Achievement and Excellence," which highlights achieve-

ments of those in all jobs -- secretaries, technicians, co-ops, managers, etc.

The center's appraisal and planning staff spearheads the enormous effort, which has been shaped and defined over the past several years.

Appraisal manager Frank Elbertson maintains that it's the originality of the program that makes it so successful.

"The program features the unique aspects of peer nomination and selection," Elbertson said.



This torch symbolizes the Tech Center's awards program.

"What could be more flattering than to be selected and recognized as one of the best-of-the-best by a group of your peers?"

Because of the success of the Tech Center's awards program, the System Development organization, AXD, decided to "shadow" the effort by developing a similar program for its employees.

Elbertson recently briefed the Headquarters AXD organization.

Del Balzo was instrumental in setting up the awards program at the Tech Center more than a decade ago when he was the center's director.

Major Hurdle. Allowing airports to levy a fee on airline passengers jumped a major hurdle when it was okayed by a wide margin on August 2 by the U.S. House of Representatives.

The legislation would allow airports to levy up to \$3 per passenger using the airport.

Headquarters

Intercom

August 28, 1990
No. 90-34

Pat Cariseo
Pat Tomasetti
Associate Editors

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(202) 267-8521

Known as the "passenger facility charge," the fee could not exceed \$12 per round-trip ticket.

DOT Secretary Sam Skinner has been pushing for the extra airport funding to boost airport capacity and encourage more airline competition.

"This is a pro-consumer proposal," Skinner said. "The dollars that result will go directly to reducing delays at the facility where they are charged and to opening competitive opportunities that will hold fares down."

The legislation must also be okayed by the Senate where it faces intense debate and an uncertain future when Congress reconvenes in September.

Training Contract. The FAA has awarded a five-year contract to the University of Oklahoma worth \$75 to \$109 million to continue training air traffic controllers.

This accord is the largest instructional service contract ever awarded to a university by the FAA.

It is the latest in a series of contracts that began in 1981 between the Oklahoma City Aeronautical Center and the university.

The contract provides for air traffic controller training, instructional systems design and interactive video and computer-based instruction.

Oklahoma University will be assisted with interactive instruction by Applied Science Associates of Landover, MD.

Not That Old. The August 14 issue of *Intercom* carried a story about a fatal aircraft accident attributed to alcohol impairment of the pilot.

The twin-engine Beech that crashed was 25 years old, not 250 -- a mistake that would have surprised the Wright Brothers.

Down, Again. Consumer complaints against the nation's airlines continued to decline in June, falling for the second straight month to their lowest level in five years, according to DOT's monthly "Air Travel Consumer Report."

The number of complaints reported to the DOT dropped to 508, 26% below the May total of 689.

May complaints had previously been

the lowest number registered since DOT began collecting the data in 1985, after it assumed some of the duties of the old Civil Aeronautics Board.

Coast Guard Hotline. Recreational boaters who have questions, comments or feedback concerning law enforcement boardings by the Coast Guard now have a toll-free hotline to Coast Guard Headquarters.

The number is (800) 368-5647.

Long-time boaters will recognize the 800 number as the Coast Guard's Boating Safety Hotline.

College *from page 1*

modernization of the air traffic system.

Until now, future air traffic controllers have been required to attend a three-month course at the FAA Academy in Oklahoma City, regardless of their prior education and training.

"The high quality of the air traffic control program at the Community College of Beaver County is evidenced by the number of its graduates who did well at the academy and who are doing well in the FAA," Eastern Regional Administrator Daniel Peterson said.

The air traffic control program at the college is a part of the only community college aviation curriculum in the United States in which the college maintains an air traffic control facility.

The program began in 1976, and the Beaver County Airport control tower was incorporated into it in 1977. In charge of the program is Assistant Professor Robert Powell, a former FAA air traffic controller.

In their four semesters at the community college, students will receive "more classroom instruction than is possible in the existing FAA Academy screening process," Powell said.

"The result is a candidate who has a more in-depth understanding of the air traffic control business. For each candidate assigned directly to an FAA facility, the FAA and the taxpayers will save approximately \$45,000."

The agreement was signed at an August 15 ceremony at the Greater Pittsburgh International Airport tower.

Thanks to Duncan Pardue, Eastern Region Public Affairs, for this report.

Budget Crisis *continued from page 1*

→ *Release all temporary employees*

→ *Furlough employees*

In the past few months, Congress has missed important deadlines in resolving the 1991 fiscal year budget.

Without an agreement on revenue and spending levels and priorities, the total federal budget deficit would hit \$169 billion – far above deficit targets allowed by the 1985 Gramm-Rudman-Hollings law.

'I am not going to sugar-coat any of these impacts. I want each of you to know exactly what we're considering, so you can begin to contemplate the impact on you personally.'

James Busey
FAA Administrator

Unless Congress resolves the problem by October 1, federal agencies face automatic cuts of about 32%.

"Everyone recognizes that 32% reductions would be disastrous if they were to last for the entire fiscal year," Busey told FAAers.

"However, the possibility now appears real that – unless there is Congressional action in September after Congress returns from its August recess – automatic cuts will go into place on October 1st."

How long could the automatic cuts last?

"It could be as short as a few days," Busey said, "but I think we should plan on it lasting longer than that – a matter of weeks or perhaps months."

The agency has already begun to tighten its belt during the current fiscal year by putting a moratorium on new hiring, with the exception of safety-related jobs, and cutting back on travel and meetings.

Busey said the agency is trying to "save what we can" during the rest of the 1990 fiscal year to reduce the impact of possible massive cuts during the next fiscal year.

"I am not going to sugar-coat any of these impacts," Busey told a standing-room-only crowd in the Headquarters auditorium. "I want each of you to know exactly what we're considering, so you can begin to contemplate the impact on you personally."

The greatest hardship of the plan would be across-the-board employee furloughs.

Everyone would have to take furloughs without pay of between two and two-and-a-half days each two-week pay period.

"This is a severe measure and one we would use only as a last resort because it would have a profound impact on all aspects of the agency," Busey said.

Furloughs would be spread out during the week so about 30% of the workforce would be absent from work on any given day.

Under federal law, employees on furlough are not allowed to come to work and donate their time.

"I wanted you to hear from me about the planning we have underway," Busey said. "In addition to the hardships this presents to you, our employees – the real meat and heart of the FAA – it means we will not be able to serve our customers, the flying public, the way we would like to serve them and as well as they have come to expect."

Busey promised to keep FAAers informed of future developments concerning the budget.

Tips on What To Do if You Want To Quit Cigarette Smoking

For smokers who want to kick the habit, here are some helpful tips to follow just before your quit smoking date to get ready for the big day.

- Practice going without cigarettes.
- Don't think of never smoking again. Think of quitting one day at a time.
- Tell yourself you won't smoke today, and then don't.
- Clean your clothes to rid them of the cigarette smell, which can linger a long time.

Quitting day – What to do:

- Throw away all cigarettes and matches. Hide lighters and ashtrays.
- Visit the dentist, and have your teeth cleaned to get rid of tobacco stains. Notice how nice they look, and resolve to keep them that way.
- Make a list of things to buy for yourself or someone else. Estimate the cost in terms of packs of cigarettes, and put the money aside to buy these presents.
- Keep very busy on the big day. Go to the movies, exercise, take long walks, go bike riding.
- Remind family and friends that this is your quit date. Ask them to help you over the rough spots of the first couple of days and weeks.
- Buy yourself a treat or do something special to celebrate.

Right after you quit, do this:

- Develop a clean, fresh, non-smoking environment around yourself. Buy yourself flowers – you may be surprised how much you can enjoy their scent now.
- The first few days after you quit, spend as much free time as possible in places where smoking isn't allowed, such as libraries, museums, theaters, department stores and churches.
- Drink large quantities of water and fruit juice, but avoid sodas that contain caffeine.
- Try to avoid alcohol, coffee and other beverages you associate with cigarette smoking.
- Strike up a conversation instead of a match for a cigarette.
- If you miss the sensation of hav-

Quit Smoking Clinics

FAA Headquarters is offering two special clinics to help employees who want to quit smoking.

To register, call Jerry Meade, x73945, or Sam Hart, x77964.

The Stop Smoking Institute

Orientalations

Thursday, September 6

11 a.m.-12 noon and 2-3 p.m.

Headquarters auditorium

Seven Sessions

Sessions run from 2 to 4:30 p.m. on these dates:

Friday, September 7, room 8C

Tuesday, September 11, room 8C

Friday, September 14, room 8C

Tuesday, September 18, room 8C

Friday, September 21, room 8C

Tuesday, September 25, room 8C

Friday, September 28, room 9AB

'Fresh Start' Program

Four Sessions

Sessions run from 10 to 11 a.m.

in room 5C on these dates:

Tuesday, August 28

Thursday, August 30

Tuesday, September 4

Thursday, September 6

ing a cigarette in your hand, play with something else – a pencil, a paper clip, a marble.

→ If you miss having something in your mouth, try toothpicks or a fake cigarette.

→ Instead of smoking after meals, get up from the table and brush your teeth or go for a walk.

→ If you always smoke while driving, listen to a particularly interesting radio program or your favorite music,

Next week:

What about gaining weight after quitting smoking?



or take public transportation.

→ For the first one to three weeks, avoid situations you strongly associate with the pleasurable aspects of smoking, such as watching a favorite TV program, sitting in a favorite chair or having a cocktail before dinner.

→ Until you're confident of your ability to stay off cigarettes, limit socializing to healthful, outdoor activities or situations where smoking isn't allowed.

→ If you must be in a situation where you'll be tempted to smoke – such as a cocktail or dinner party – try to associate with nonsmokers at the event.

→ Change your habits to make smoking difficult, impossible or unnecessary.

For example, it's hard to smoke when you're swimming, jogging or playing tennis or handball. When your desire for a cigarette is intense, wash your hands or the dishes, or try new recipes.

→ Do things that require you to use your hands.

Try crossword puzzles, needlework, gardening or household chores. Go bike riding, take the dog for a walk, give yourself a manicure, write letters.

→ Enjoy having a clean-mouth taste, and maintain it by brushing your teeth frequently and using a mouthwash.

→ Stretch a lot.

→ Get plenty of rest.

→ Pay attention to your appearance. Look and feel sharp.

→ Try to find time for the activities that are the most meaningful, satisfying, and important to you.

When you get the cigarette crazies, follow this advice:

→ Keep oral substitutes handy. Try carrots, pickles, sunflower seeds, apples, celery, raisins or sugarless gum instead of a cigarette.

→ Take 10 deep breaths, and hold the last one while lighting a match. Exhale slowly and blow out the match. Pretend it's a cigarette, and crush it out in an ashtray.

→ Take a shower or bath if possible.

→ Learn to relax quickly and deeply. Make yourself limp and visualize a

soothing, pleasing situation, and get away from it all for a moment. Concentrate on that peaceful image and nothing else.

→ Light incense or a candle instead of a cigarette.

→ Never allow yourself to think that "one won't hurt." It will.

Games *from page 1*

Then there was the Boeing Field Flight Festival, the Navy's Blue Angels, the Goodyear blimp and helicopters used by the Turner Network, which sponsored the athletic event.

The unprecedented arrival of 26 Aeroflot jetliners at Seattle-Tacoma International was an event in itself.

Only Soviet athletes came to Seattle aboard special flights; all others arrived by commercial lines.

Designated airspace over event sites and athletes' quarters at the University



Goodwill Games coordinator Mike Hopkins.

of Washington, Pasco and Spokane were temporarily prohibited areas.

The 10 prohibited areas, similar to those used during the 1984 Olympics in Los Angeles, protected participating athletes, dignitaries and police aircraft. They also prevented unsafe congestion of sightseeing aircraft.

Letters to airmen outlining the restrictions were sent to pilots in Washington and northern Oregon.

To make sure the word got out, the FAA hand-delivered pilot handouts to local fixed-base operators.

Meanwhile, the Seattle Air Route Traffic Control Center developed a traffic management program to accommodate the flood of general aviation aircraft flying in and out of Boeing Field, Paine Field, Tacoma, Renton

The Smoking Ban ZLN

Outside Smoking Only, Managers To Decide Breaks

The nationwide DOT and FAA smoking ban is targeted to begin on *Saturday, September 1.*

Here's what it means for FAAers attached to Headquarters:

→ **Total Smoking Ban.** Absolutely no smoking inside FAA Headquarters, the Nassif building and other space the FAA rents, utilizes or controls in other buildings.

In the Tariff Building, for example, where some FAAers are working during renovations at Headquarters, smoking is banned in all areas under FAA's control.

The no smoking rule applies to all Headquarters tenants – including the National Transportation Safety Board, all contractors and all outsiders visiting the buildings.

A total smoking ban began at Coast Guard Headquarters at Transpoint, where some FAAers work, on July 1.

→ **Outside Smoking.** Smoking will only be allowed outside the FAA Headquarters and Nassif buildings.

Chairs and smoking receptacles will be provided at the southwest corner under the overhang of Headquarters. Employees are encouraged to use those facilities.

→ **Smoke Breaks.** Allowing workers smoke breaks to go outside will be left up to individual managers and supervisors.

They are asked to base their decisions on the nature of the work and workplace. They should make sure that productivity is not adversely affected in any significant way.

Those who take unauthorized smoke breaks or take breaks that are significantly longer than authorized may be counseled by their supervisor or asked to request annual leave for breaks.

Managers and supervisors with questions should contact AHR-140 for advice.

→ **Smoking Ban Enforcement.** Violations of the no-smoking policy will be treated the same as other violations of agency regulations.

Supervisors should consider the nature and seriousness of the offense, including whether the employee intentionally violated the no-smoking policy or has repeatedly violated the policy.

Corrective action can range from informal counseling to formal disciplinary action.

→ **Help in Quitting.** FAA Headquarters is offering two classes for those who want to quit smoking. Employees will not be charged leave to attend the classes. *See details on page 4.*

and Bremerton.

Radio repeaters set up by FAA airway facilities ensured coverage for

security and air support and allowed radio and telephone patches throughout the state.

FAA's civil aviation security also conducted seminars to put added emphasis on precautions for explosive devices.

Thanks to Matt Brown, editor of the Northwest Mountain Intercom, for this report.

Wednesday Deadline

Intercom is published weekly.

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

People

Joanne Eakin heads up ALG-500. New to FAA, Joanne Eakin has been selected as manager, Headquarters Building Management Division, ALG-500.

Eakin comes to the agency from the U.S. Geological Survey in Reston, VA, where she was chief of facilities management.

Eakin's career has been one of firsts. After graduating from Hood College, she was hired as an intern at the General Services Administration (GSA) and became the first woman in its central office, Washington, DC, buildings management program.



Joanne Eakin

Following completion of the training, she went on to become the first woman building manager in GSA's National Capital Region.

Some of Eakin's extracurricular interests are also related to managing buildings. She chairs the Buildings Delegations Group, an organization that holds monthly meetings concerning issues central to acquiring, operating and maintaining buildings for use by the federal government. She is a member of the International Facilities Managers Association and until recently was bureau liaison for the American Society for Public Administration.

Although it's premature to talk about her plans for the division - she's been in the manager's job only a few weeks - Eakin sees some of the big issues as alleviating overcrowding in the building; becoming more involved with the Headquarters employee participation groups, the EPGs; arranging for an inventory of personal property; and fine-tuning division services to employees working in the building.

Eakin says one of her main interests is "in working with the people of the building - meeting them and resolving issues with which the division can help."

One service of the division is the fix-it hotline, which can be reached by dialing xPRIDE (x77433) to report all building problems.

In a move to gain office space, the division is currently working with the library staff and GSA to relocate much of FAA's library from the ninth floor to the B-level of the building. The law library will be one part of the facility remaining at its current location.

Help from 'down under.' When Australians Ken Harriss and his family were sightseeing on the Mall recently, they were pressed into service to help the FAA with an air traffic "problem."

No, they didn't end up in National Airport's tower or monitoring traffic at Central Flow Control.

They bailed out "Air Traffic Delays," an FAA softball team that was short a few players for a big match against Aviation Safety.

The Aussie help from Ken and his son Robert, the Air Traffic FAAers say, was a key to the 15-14 win over Aviation Safety.

After the trip to America, Ken penned a note to the team from his home in Kirrawee, New South Wales, thanking them for an "Air Traffic Delays" cap.

"Robert and I really enjoyed playing the game and it is one of the highlights we tell people who ask what we did and who we met and whether we enjoyed ourselves," Ken wrote.



Young Robert Harriss takes a swing.

During the game, Ken's wife Carol struck up a conversation with one of the team fans who worked at the Pentagon. The next day, the Aussie family got a special tour of the building. "Just another of the really nice people we ran into all over America," Ken says.

The Harriss family said they'd be delighted to return the hospitality if any of the Air Traffic team makes it down under. "I can't promise a game of softball, only cricket," Ken says.



The Ken Harriss family from Australia, center back, posed for an "Air Traffic Delays" team shot.

Top 50. Two FAA walking teams that competed in the Federal Fitness Day in May had quick enough times to finish in the top 50 of the 569 teams from federal agencies finishing the walk around the Mall and reflecting pool.

The two FAA teams were also the only DOT teams in the top 50.

The fast walkers were "Aretha's Assets" from Public Affairs with a time of 27 minutes, 46 seconds.

Walkers were Aretha Carr, Pat Cariseo, Jerry Lavey, Fraser Jones, Dianne Speed and Josie Clark.

They ranked 46.

A few seconds behind was "Smooth Operation," a team from the System Operations organization.

Walkers were Luis Castro, Linda Perelli, Nancy Montgomery, Howard Richardson, Glenda McCall and Rick Heuwinkel. They ranked 49 with a time of 27 minutes, 52 seconds.



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

'A Lifetime of Integrity'

*Spann Watson:
First Black Honored as
'Elder Statesman of Aviation'*

Spann Watson has been selected to receive the "Elder Statesman of Aviation" award from the National Aeronautic Association this fall, the first black to win the honor since the accolade was established in 1954.

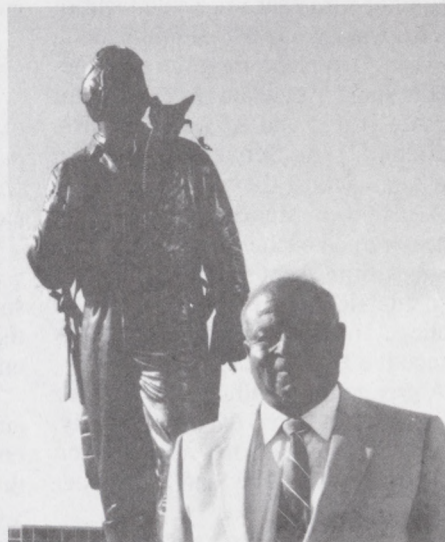
Watson, who joined the FAA in 1965, is one of four receiving the award this year.

He will join a list of luminary past winners including former FAA Administrators Najeeb Halaby, Donald Engen and Elwood Quesada and aviation greats Eddie Rickenbacker, Igor Sikorsky, Jimmy Doolittle and William MacCracken, Jr., to name a few.

Watson will be honored at an October 30 Aero Club luncheon in Washington, DC.

The Aero Club selected Watson for his "lifetime of integrity and service to his country" and his staunch dedication to the "principles of fair treatment and equal opportunity for all."

turn to 'Elder Statesman' on page 3



Spann Watson graduated from the Tuskegee Army Flying School in July 1942, a young airman in this graduation photo.

He visited the U.S. Air Force Academy in 1988 and its Tuskegee Airmen monument.

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Highlights

Edwin Harris Retires. Edwin S. Harris, Jr., retired at the end of August from his position as FAA's Executive Director for System Operations.



Edwin Harris

Appointed to the AXO-1 position in December 1989, Edwin Harris had previously held the posts of Associate Administrator for Airway Facilities, July 1988-December 1989, and Associate Administrator for Development and Logistics, February 1987-July 1988.

He was also Director of FAA's Central Region, July 1985-February 1987; Deputy

turn to Highlights on page 2

21M

The Law Cracks Down Three Pilots Convicted of Drinking and Flying *2W*

Three former Northwest Airlines pilots, whose licenses had been yanked by the FAA, were convicted of flying a passenger jetliner while intoxicated.

On August 20 after deliberating for nine hours, a Minneapolis jury convicted the three men of a felony count of operating a common carrier while under the influence of alcohol or drugs.

They are Nonman Lyle Prouse, 51, Robert Kirchner, 36, and Joseph Balzer, 35.

Although they face a maximum penalty of 15 years in jail and a \$250,000 fine, sentencing guidelines call for prison terms of 12 to 18 months.

The judge is expected to sentence the trio in about three weeks.

turn to Pilots on page 3



Benefits Outweigh Drawbacks

It's better to quit smoking than to keep off a few extra pounds, says the National Institutes of Health. FAAers who are kicking the cigarette habit, may want to check out the tips on page 4 to help avoid gaining weight.

Highlights *from page 1*

Director of the Great Lakes Region, March 1984-July 1985; and Superintendent of the FAA Academy in Oklahoma City, 1979-84.

A career employee, Edwin Harris began his FAA service in 1964 in the Pacific Region Training Branch.

He has also worked as program area manager in the Headquarters Office of Training; Assistant Superintendent of FAA's Management Training School, Lawton, OK; chief, Program Management Staff, Associate Administrator for Air Traffic and Airway Facilities; and chief, Data Services Division at the Aeronautical Center.

A native of Meridian, MS, Edwin Harris earned bachelor's and master's degrees from Auburn University. He also attended the U.S. Air Force War College and participated in the FAA Executive Development Program.

A private pilot with a single-engine rating, Edwin Harris lives in Chantilly, VA, with his wife Shirley. He has a son living in Kansas City and a daughter living in Tampa.

Edwin Harris' retirement plans include relocation to Oklahoma City sometime next year.

Presidential Praise. FAAer Gary Evans likes to help people, and his work has been recognized by President Bush.

Evans was nominated for the 1990 President's Volunteer Action Awards for organizing Little League teams in Florida for handicapped children.

Although Evans was not a final winner, the President wrote to him saying that his efforts have "inspired others, and they have exemplified the best that is America...you have displayed a genuine concern for your community that deserves the heartfelt thanks of all your fellow citizens. Barbara joins me in saluting you and in sending you our warm best wishes."

Evans' teams, known as the Challenger Leagues, are made up of physically disabled boys and girls, ages six to 18, in Brevard County.

There's one fundamental rule in the league:

Absolutely everyone gets to play. "We get away from the stereotype of win, win, win," Evans said. "The purpose is for people to feel good about themselves. Everybody will be a winner."

Evans is a quality assurance specialist. Although his home base is the Field Industrial Section, ALG-426, in Kansas City, he is working under the Headquarters Industrial Division, ALG-400, and is currently assigned to the Harris Corporation, Melbourne, FL.

\$5,000 Research Awards. Awards of \$5,000 for developing a research paper on public-sector aviation issues will be made to as many as five graduate students later this year.

Winners will be selected under a graduate research award program sponsored by the FAA and administered by the Transportation Research Board, a unit of the National Research Council.

This is the fifth year of a program aimed at attracting gifted students to policy and management positions in the public sectors of aviation.

Completed applications must be received by November 1 at the Transportation Research Board headquarters in Washington, DC.

Requests for brochures describing the program and applications should be made to:

Graduate Research Award Program
Air Transport Section (GR 326H)
Transportation Research Board
2101 Constitution Avenue, NW
Washington, DC 20418
(202) 334-3206

Headquarters
Intercom

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Don't 'Fax' Everything. Sending information via fax is the "in" way of getting material from one place to another quickly and easily.

But don't use it to send all kinds of documents.

Information about individuals covered under the Privacy Act is an example of documentation that should not be faxed unless it is faxed via a system with an approved encryption algorithm. General-use fax systems are not equipped with approved encryption algorithms.

The current directive, Order 1280.1, Protecting Privacy of Information about Individuals, will be changed to reflect this guidance.

FAA Skifest. The annual FAA "Skifest," organized by the Denver enroute center ski club, will be held February 18-23 at Breckenridge Resort, Breckenridge, CO.

The week's activities include a welcome party, three days of skiing at Breckenridge, a full day and night of skiing at nearby Keystone Resort, the annual NASTAR race, an on-mountain barbecue, photo session, fun race, closing party, trophies and door prizes.

A \$110 deposit must be received by October 1.

For a registration form and more information, write:

Skifest '91
2211 17th Avenue
Longmont, CO 80501

Or call Anne or Don Hulsey at (303) 651-4247, (303) 460-9096.

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.

1 Up, 2 Down. Signs in 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.



Pilots *continued from page 1*

During the trial, former captain Prouse testified that he drank as many as 20 rum and diet cola sodas at a lounge the night before Northwest flight 650 left Fargo, ND, for Minneapolis on March 8.

Kirchner and Balzer shared at least six pitchers of beer at the bar in Moorhead, MN, according to trial testimony.

Witnesses testified that Prouse left the tavern at about 11:30 p.m. while Kirchner and Balzer left about a half hour earlier.

The plane departed from Fargo's Hector International at 6:30 a.m. the next morning.

The Boeing 727 with 91 passengers landed safely at Minneapolis-St. Paul International.

Defense lawyers argued that the smoothness of the 40-minute flight proved that the pilots were not impaired.

Based on an anonymous tip to the FAA and action by two of the agency's safety inspectors -- one in Fargo and another in Minneapolis -- the pilots were arrested when the plane landed in Minneapolis.

Fargo inspector Verl W. Addison and Minneapolis inspector Douglas R. Solseth were praised for their actions by DOT Secretary Sam Skinner and FAA Administrator James Busey.

The FAA revoked the licenses of the three pilots the next day, and they were fired by Northwest.

Prouse, an acknowledged alcoholic, entered a treatment program after his arrest.

Blood tests taken after the 727 landed showed Prouse had a blood-alcohol level of 0.13%, former first officer Kirchner's was 0.06% and former flight engineer Balzer's was 0.08%.

The FAA forbids pilots from flying within eight hours of drinking or with a blood-alcohol level of 0.04% or more.

Three Weeks, Please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them to room 908, or call x78521.

'Elder Statesman' Spann Watson *from page 1*

Watson has a distinguished World War II flying record as an original member of the 99th Fighter Squadron. He subsequently was the national president and primary organizer of "Tuskegee Airmen, Inc.," an organization of Tuskegee-trained military air units. In 1968 he had a part in organizing Negro Airmen International (NAI), an organization of civilian Afro-

American pilots.

He played a key role in the development of the racial integration plan for the Armed Forces that became official U.S. policy.

A prolific reader of aviation material with a sharp mind for remembering aviation events, Watson has become a respected resource at FAA Headquarters for information on blacks in aviation and aviation history.

Watson began his 25-year agency career



Spann Watson had a chance to spend time with black aviation legend 'Chief' Anderson, left, in 1988. Watson co-authored a story on Anderson's career for the February 1989 issue of *FAA World*. Anderson, a self-taught pilot, who first learned to fly in 1928, became an inspiration for young blacks who yearned to fly. He headed up the aviation training program at Alabama's Tuskegee Institute.

at FAA Headquarters in the Office of Compliance and Security, the forerunner of the Office of Civil Rights.

He became an air traffic specialist a few years later and is still at Headquarters working for Air Traffic Systems Management.

The annual national award recognizes and honors individual achievement in aeronautics.

Spann Watson will be honored for a 'lifetime of integrity and service to his country' and dedication to the 'principles of fair treatment and equal opportunity for all.'

Nominees must be at least 60 years old. They are solicited from more than 200 organizations.

Honorees are selected by a committee of 30 individuals from all segments of the aviation community.

Also receiving the award this year are John T. Griffin, Sr., Everett W. Langworthy and Milton O. Thompson.

Individuals interested in attending the awards luncheon at the Vista International should contact Nancy Hackett, (703) 471-0845. The reception, luncheon and ceremony are slated to run from 12 noon to 2 p.m.

The National Aeronautic Association is the national aero club of the United States. Its primary mission is to advance the art, sport and science of aviation and space flight by fostering opportunities to participate fully in aviation activities and by promoting public understanding of the importance of aviation and space flight to the United States.

Thanks to Aretha Carr, Headquarters Office of Public Affairs, for this report.

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Listening Sessions Continue

Meetings Identify Areas for Improvement within DOT

Employees are being asked for their opinions on what works well and what works poorly inside the Department of Transportation.

Top officials in the Department have scheduled open meetings to listen to the comments and ideas of employees on issues affecting the people of DOT.

These listening sessions will take place twice-a-month through December in Washington, DC, and at various times in the regions.

The sessions are part of Phase 2 of the National Transportation Policy. The policy has been a top priority of Secretary Sam Skinner since he took the DOT helm in early 1989.

Phase 2 is aimed at making the Department a more effective organization for serving the public and also a better place to work.

During a recent listening session, issues discussed included rewards and recognition for employees, specifically the performance ratings systems; flextime and flexplace; and methods for improving communications in the DOT, such as increasing intermodal exchanges and rotations.

Future subjects include training opportunities for em-

ployees and equal employment opportunity. The sessions will also allow time for "open lines" when employees can discuss areas of particular concern to them.

Employees from FAA's facilitator training program help make the sessions run smoothly. Staff and members of the NTP Phase 2 advisory group introduce the sessions and provide background.

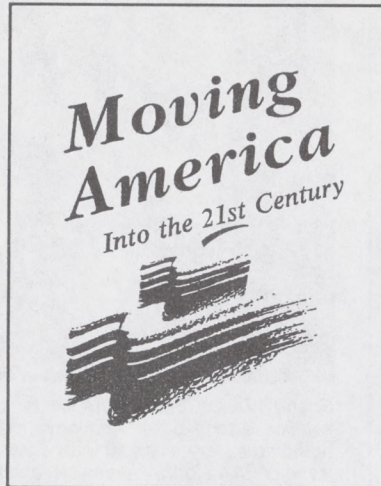
The Department's Assistant Secretaries will be "listeners," on a rotating basis, for the sessions.

The Assistant Secretaries include: Melissa Allen and Paul Weiss, Administration; Joe Canny, Sam Fairchild and Pat Murphy, Policy; Bob Knisely, Budget and Programs; and Marilyn Richmond, Governmental Affairs. Ray DeCarli, Assistant Inspector General, and Rosalind Knapp, Deputy General Counsel, also will chair meetings.

Most listening sessions are scheduled to be held in room 2230 of the Nassif Building, from 2 to 4 p.m. on the first and third Friday of each month through December.

Regional meetings include one scheduled for Monday, September 17, from 10 a.m. to noon at the Airport Sheraton in Atlanta. The topic will be "Equal Employment Opportunity and Training."

NTP Phase 2 staff members Jack Bennett or Ann Mladinov can be contacted for information on upcoming sessions at (202) 366-6231.



Theme of the National Transportation Policy.

Quitting Cigarette Smoking and Gaining Weight

FAAers who are considering quitting smoking may be concerned about gaining weight.

If you're worried about putting on extra pounds, remember these points:
→ Quitting doesn't mean you'll automatically gain weight.

When people gain, most of the time it's because they eat more once they quit.

→ The benefits of giving up cigarettes far outweigh the drawbacks of adding a few extra pounds.

You'd have to gain a very large amount of weight to offset the many substantial health benefits that a normal smoker gains by quitting.

Watch what you eat, and consider these tips to help avoid weight gain:

Tips on How To Avoid Putting on Extra Pounds



Next week:
What happens to your body after quitting smoking?

→ Make sure you have a well-balanced diet with the proper amounts of protein, carbohydrates and fat.

→ Don't set a quit-smoking target date for a holiday when the temptation of high-calorie food and drinks may be too hard to resist.

→ Drink a glass of water before meals.

→ Weigh yourself weekly.

→ Chew sugarless gum when you want sweet foods.

→ Plan meals carefully, and count calories. Don't try to lose weight—just try to maintain your pre-quitting weight.

→ Have low-calorie foods on hand for nibbling. Some good choices are fresh fruits and vegetables, fruit and vegetable juices, low-fat cottage cheese and air-popped popcorn without butter.

→ Take time for daily exercise, or join an organized exercise club.

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, x78735, or the distribution representative for your office or service to update your organization's distribution.

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 this address:

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.

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.

AXD Update

Brown Bagging with Del Balzo

A brown bag lunch with Joe Del Balzo was just one way for new employees of the System Development organization, AXD, to learn the ropes.

The lunch with the Executive Director for System Development was part of the first AXD orientation for new workers held on August 15.



Joe Del Balzo

The program included a full day of presentations given by AXD managers and employees - everything from a videotape of System Development's goals and objectives and National Airspace familiarization to AXD's approach to total quality management (TQM), building modernization, employee participation groups (EPGs) and the Employee Assistance Program.

Field trips are planned to acquaint new employees with AXD operations. The first is a trip for about 18 newcomers to the FAA Technical Center in Atlantic City for briefings and tours.

Additional trips to the Washington enroute center in Leesburg, Dulles International and the NAS facilities in Hampton, VA, are also planned.

AXD's management says the first orientation was so successful that another session is planned for November.

The AXD orientation is in addition to the orientation for all new employees sponsored by AHR-140.

Nominations for Employee Awards Close September 17

Nominations for a new awards program for FAAers working in the System Development organization, AXD, close *Monday, September 17*.

Since the awards are based on peer nominations, any AXD employee may suggest any other AXD worker for recognition in one of these 12 categories:

- Outstanding Leadership*
- Outstanding Innovator*
- Team Achievement*
- Volunteer and Community Service*
- Equal Employment*
- Opportunity Excellence*
- Human Relations Achievement*
- Secretarial Accomplishments*
- Administrative Excellence*
- Technical Support*
- Technical Publication*
- Distinguished Service*
- Handicapped Employee of the Year*

Selections for three other award categories - Friend of AXD, Executive Director's Award and the AXD Vision Award - are made by Executive Director for System Development Joe Del Balzo.

AXD FAAers should submit nominations to their service or program director committee member.

For more information and names of committee members, contact Jacqueline Herbert, x73025.

The AXD Awards Program was set up to recognize the contributions of employees formally.

It is patterned after a highly successful program at the Technical Center in Atlantic City.

Flightplan

Learn to fly. The FAA Flying Club, Inc., will conduct private pilot ground school on *Tuesday and Thursday evenings, September 18 through November 8*, from 6:30-9:30 p.m. at FAA Headquarters.

For more information contact Patti Barnhart (day: 591-9110, evening: 273-5486) or Brian James (day: 739-3870, evening: 292-2825).

Share a ride. Frustrated with traffic and the aggravation of getting to work? Wonder what you can do about reducing pollution?

Join a carpool or share a ride. It saves money, too.

Call 783-POOL or pick up a ride-matching application from the second-floor bus schedule board in FAA Headquarters.

Day care enrollment. The DOT Day Care Center at FAA Headquarters is enrolling youngsters – two years old through kindergarten – for the fall.

Call Edward Ismail, (202) 488-8994.

Bowling league. Interested in joining the FAA Bowling League?

Contact Ann Bowers, x78190, or Jerry Ard, x78381.

Bowling kicks off at 6 p.m., *Thursday, September 6*, at Fair Lanes Seminary, Seminary Road near I-95 in Virginia.

Women's Equality Day. On *Thursday, September 13*, from 10 to 11 a.m. in the auditorium, Thomasina Jordan will speak about cultural diversity in the workplace to celebrate the 70th anniversary of the 19th Amendment to the Constitution.

It guarantees the right to vote regardless of gender.

Jordan is co-director of the Native American Cultural Exchange.

The program, sponsored by the Federal Women's Program Committee, will include an interpreter for the hearing impaired.

For more information, contact John Ogden, AHR-140, x73878, or Diane Ables, AHR-140, x73880.

FAA golf tournament. The 6th Annual FAA National Golf Champi-

KIMS FILE Beyond Paper: Moving into Tomorrow How To Squeeze Volumes of Information into Space the Size of a Shoebox

Help in coping with massive amounts of stored paperwork is just a phone call away.

Managing FAA paper-based information can be reduced dramatically through the use of an efficient and cost-effective micrographics or electronic image system.

The Paperwork Management Branch, AMS-410, can help offices design a system based on their records management needs.

Headquarters FAAers who want to talk to a satisfied customer should call the Office of Budget's Program Analysis Branch, ABU-310.

They will soon move into the systems furniture concept – as part of the building's modernization plan – and lose the shelf space that metal walls provided.

Faced with this loss, ABU-310 took action before the move and reduced seven shelves of budget information into the size of a shoebox, by converting paper to microfiche.

ABU-310's records were converted to microfiche in just three weeks.

The paper reduction process begins with a review of the files by AMS-410, the preparation of two forms, and the boxing of the material for pickup and conversion.

Once converted and inspected, the paper copy of the official record is destroyed, and the microfiche or microfilm becomes the agency's official record and are admissible in court.

Paper, microfiche and microfilm are the only approved media used for storing official records according to the National Archives and Records Administration (NARA) and the legal courts system.

As space becomes more critical for housing employees and records, Headquarters offices may want to look into using the paper-reducing services of AMS-410.

For more information, contact Rita Westerfeld, x79894, or Ron Gordon, x79893

onship will be held *Thursday through Sunday, September 27-30*, at the Doral Resort and Country Club, Miami.

Entry fee is \$100.

To make reservations and to obtain information on a special lodging package, contact Jerry Smith, Paul Worley or Jim Reilly at the Miami Air Route Traffic Control Center, (305) 592-9770 or (305) 592-9753.

Women's meetings. The Federal Women's Program Committee holds its monthly meetings from 11 a.m. to 1 p.m. in the Civil Rights conference room on the following *Wednesdays: September 5, October 3, November 7 and December 5.*

Coalition meetings. The Washington Headquarters Chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled meetings on *Wednesday, September 12*, room 5ABC; *Tuesday, October 2*, room 5ABC; *Tuesday, November 6*, room 5ABC; and *Tuesday, December 4*, room 5ABC.

The coalition will hold its 14th annual conference *Wednesday-Saturday, September 19-22*, in Las Vegas, NV. This year's theme is "Visions and Strategies for the 90s."

Contact Marcia Adams, x73488, or Aretha Carr, x73489, for more information on the conference.

Senior Executive Search

Applicants Narrowed to 30

Women, Minorities Make Up One-Third

Twenty-nine FAAers from across the country and an additional person from outside the agency have successfully completed the panel interview phase of FAA's program to find candidates for the Senior Executive Service.

They represent a cross-section of the FAA organization nationwide. About one-third are women and minorities.

Find out who they are on page 2.

During September, the 30 will participate in an executive

development center in Minneapolis -- a simulated public sector executive's job.

More than 360 applied for the SES Candidate Development Program earlier this year, and in July, that number was cut to 59 applicants.

In August, the 59 participated in panel interviews held across the nation. The results from the panel interview along with information from the earlier steps were considered in selecting the 30 applicants.

The final applicants, to be announced in November, will go through an in-depth, individualized development

turn to SES Search on page 2.

September 11, 1990



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

Highlights

Near Midairs Nosedive. For the first seven months of 1990, near mid-air collision reports by pilots nosedived 26% compared to the same period last year.

Through July, pilots reported 258 near midairs in contrast to 347 for the first seven months of 1989.

Operational errors by controllers declined 9% to 510 from 558 for the January-July period in 1989.

Pilot Error. A 1989 plane crash in Ethiopia that killed a U.S. congressman and 15 others probably was caused

turn to Highlights on page 2

'Lump-Sum' Worries

Uncertainty Spawns Exits

Worries about the Alternate Form of Annuity, commonly called the "lump-sum" retirement option, encouraged more than 300 FAAers to leave the agency, including three of FAA's top Headquarters executives.

Three executive directors -- Wayne Barlow, Edwin Harris and Bob Whittington -- retired at the end of August.

Their exits and the retirement of

turn to 'Lump Sum' on page 3

Six Decades of FAA Service

Executive Directors Barlow, Whittington Retire

With more than six decades of FAA service, two of the agency's executive directors -- Bob Whittington and Wayne Barlow -- retired at the end of August.

Both ended their careers in top positions at FAA Headquarters. Whittington signed on with the agency in 1955 as an air traffic controller. Barlow joined the FAA four years later as an electronics technician. Between them their agency careers have spanned 66 years.

Here are highlights of their careers:

Robert Whittington

As Executive Director for Administration and Resource Management, Robert Whittington was one of five Executive Directors who assist the Administrator in setting agency policy and developing programs for the accomplishment of agency goals.

Whittington was responsible for Human Resource Management, Administration, the Mike Monroney Aeronautical Center in Oklahoma City, OK, and the oversight of FAA's nine regional administrators.

turn to Whittington on page 4



Wayne Barlow

Wayne Barlow had been one of FAA's Executive Directors since July 1988.

His first assignment as Executive Director for System Operations included responsibility for the Air Traffic and Airway Facilities elements of the agency which provide for the operation and maintenance of the national air traffic control, flight service and air navigation systems.

He also shared responsibility for the development and implementa-

turn to Barlow on page 4

Highlights *from page 1*

by pilot error, an Ethiopian government investigation concluded.

The Ethiopian Civil Aviation Authority said the crash of the DHC-6 Twin Otter, operated by the Ethiopian Relief and Rehabilitation Commission, was "most probably" due to pilot error.

"By pushing too far and flying into an area of bad weather at a very low altitude, the flightcrew may have failed to maintain visual ground contact and unknowingly collided with a mountain," the report said.

The plane carried U.S. Rep. Mickey Leland. Leland, then the chairman of the House Select Committee on Hunger, was flying from the Ethiopian capital of Addis Ababa to Fugnido, a refugee camp on the Sudanese border.

The plane ran into a mountain more than an hour after takeoff on August 7, 1989. The wreckage was not found for a week. There were no survivors.

The Ethiopian government's analysis also said the Leland party was on a tight schedule hampered by bad weather.

"The long delay on the one hand and the importance of the mission on the other may have created undue pressure and uneasiness on the flightcrew," the report said.

The report was released by the National Transportation Safety Board.

'Develop Your Potential.' To mark "Women's Equality Day" on August 26, DOT Secretary Sam Skinner urged women working for the FAA and the Department to "develop your potential to its fullest, personally and professionally."

In a message to employees, Skinner commemorated the 70th anniversary of the ratification of the 19th Amendment to the Constitution which guaranteed women the right to vote.

"As we have recognized in the past, no role is superior to another," Skinner said.

"It is important that every woman have the right and opportunity to choose the role she wishes.... let us acknowledge the numerous contributions made by women and reaffirm our commit-

ment to supporting women at the Department of Transportation, as they help build and sustain this nation through hard work and dedication."

New Job for Plane. A plane used by President Johnson to fly to his Texas ranch is being pressed into service in the war against drugs.

The Convair turboprop will be used by the State Department's Bureau of International Narcotics Matters (INM) to transport personnel and supplies in Peru's Upper Huallaga Valley, where much of the world's coca leaf is grown.

The aircraft, built in 1956, becomes part of the INM air wing's 50-plane fleet.

Aviation Litigation. The American Bar Association will present the Ninth Annual Institute on Litigation in Aviation on October 25-26 at the Vista Hotel, Washington, DC.

Featured speakers include three federal judges, lawyers in private practice and representatives from the aviation and insurance industries and the U.S. Department of Justice.

For more information, or to register, contact the ABA Division for Professional Education, 750 N. Lake Shore Drive, Chicago, IL 60611, (312) 988-6200.

Wednesday Deadline. *Intercom* is published weekly.

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

Recycle It. The white *Intercom* color makes it recyclable.

Headquarters

Intercom

September 11, 1990
No. 90-36

Pat Cariseo
Pat Tomasetti
Associate Editors

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(202) 267-8521

SES Search *from page 1*
program that lasts from six months to two years, depending on an applicant'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 applicant'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.

When they graduate they will serve as the primary pool for selection into entry-level SES positions at the FAA.

SES Program Applicants

Richard Arnold, AND-30
William Behan, ACE-501
Kenneth Byram, ARD-301
Wendie Chapman, ANS-300
Marcos Costilla, ANE-401
Lawrence Covington, AXA-1
John Cuprisin, AGL-501
Edgar Fell, ASO-201
David Gilliom, AFS-10
Kenneth Goodsell, ANE-201
Ross Hamory, ASO-700
Patrick Heidenthal, AAA-400
Thomas Lucas, ASW-401
Ronald Morgan, ATR-100
Lynne Osmus, ACS-100
Helen Parke, ANM-ZSE
Michael Powderly, ASO-540
Lindy Ritz, AAC-10
Fanny Rivera, AHR-100
Richard Rodine, AAS-300
Robie Strickland, AAL-400
Paul Strybing, AAT-1
Peter Sweers, ATH-2
George Terrell, ASM-120
Raymond Thoman, ALR-2
David Thomas, AAI-2
David Tuttle, ARD-200
Robert Waldron, DoD
James Washington, AGL-50
Alice Wong, ASE-500

FAAers Receive Furlough Notices

Administrator Busey Again Says Furloughs Would Be 'Last Resort' Hopes Congress 'Acts Swiftly' To Avoid Money Crisis

The federal budget crisis requires the FAA and all federal agencies to notify all employees in writing about possible unpaid furloughs, but the agency still hopes to avoid the unpaid days off.

FAA Administrator James Busey said the 1991 fiscal year budget "looks grim at this juncture," but he again told FAAers that furloughs would be a "last resort."

The FAA, along with all federal departments and agencies, faces stiff measures beginning October 1, unless Congress and the Administration reach an agreement on revenue and spending levels and priorities.

"As a last resort, we would need to impose an across-the-board furlough within the FAA," Busey told the National Hispanic Coalition of FAA Employees meeting in Tacoma, WA, on August 23.

"This would affect all services -- and all of you," Busey said.

"This is a very unpleasant prospect -- particularly for those in the FAA family least able to afford it. Measures like these always fall hardest on those struggling to make ends meet," Busey said.

"But, we really have no choice," the FAA chief said, if the agency is forced to cut more than \$2.5 billion dollars from the 1991 budget because of the Gramm-Rudman-Hollings Act. More than \$1 billion would be sliced from the operations accounts alone.

"I just hope that the Congress acts swiftly ... But, I don't think we should kid ourselves and count on someone saving the day at the eleventh hour.

"I think we should prepare for cutbacks and furloughs that will last for weeks, if not months," Busey told the group.

After President Bush signed an initial "sequestration" order on Saturday, August 25, federal agencies were required to begin the paperwork for possible furloughs.

Each FAAer has been given a 30-day notice of proposed furlough letter to sign and date; Senior Executive



'This is a very unpleasant prospect -- particularly for those in the FAA family least able to afford it. Measures like these always fall hardest on those struggling to make ends meet.

I hope that the Congress acts swiftly....'

James Busey
FAA Administrator

Service (SES) employees have also received the Merit System Protection Board appeal form.

Employees have 15 days to respond to the proposal letter orally, in writing, or both; to review the supporting material; and to furnish any affidavits or other supporting documentary evidence in the answer.

At Headquarters information for review will be available in room 516 of the Human Resource Management Division, AHR-100.

Employees, other than those in the SES, will receive a decision letter containing information about employees' appeal rights and an explanation of the specific reasons for the actions taken. There is no requirement to issue decision letters to SES employees.

"Everything is being done that can be done to avoid a furlough altogether," said Fanny Rivera, manager of AHR-100, "but certain things need to be done in the event the furlough does go into effect."

'Lump-Sum' *from page 1*

other FAAers across the nation were prompted by uncertainty of the future of "lump-sum" payments and possible changes Congress may make after its August recess.

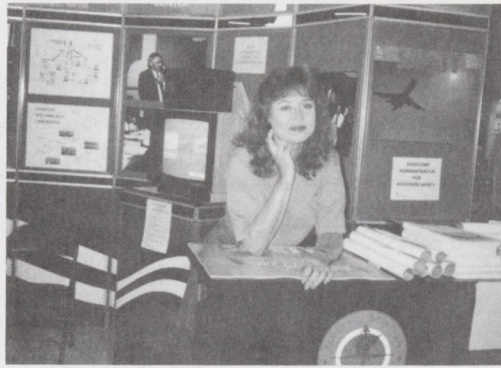
If no legislative action is taken by September 30, the "lump-sum" option will revert to the 100% payment of employees' retirement contributions.

Legislative action is required to either extend the 50-50 distribution of the contributions or to eliminate the "lump-sum" entitlement.

The Office of Personnel Management said that people under the new Federal Employees Retirement System (FERS) had to retire by August 31 to lock-in the 50-50 payments. Those in the older Civil Service Retirement System (CSRS) had until September 3.

A White House-Congressional budget summit committee is studying the possibility of altering or eliminating the lump-sum benefit, a move that could save \$1 billion a year.

However, Congress may not act on the matter until the end of September, long after the retirement deadlines by which FERS and CSRS employees would be able to lock-in the 50-50 benefit.



FAA Info

Just about everything people wanted to know about the FAA was on display at the recent airshow in Oshkosh.

Two of the many agency employees who made the exhibits at FAA's Aviation Safety Center a success were George Mathieu, right, Headquarters Office of Public Affairs, and Ellen Bowie, Safety Information Staff, ASF-20.



Whittington *from page 1*

Prior to accepting this position in Washington, Whittington had been Director of the New England Region since March 1978.

He was responsible for all FAA activities in the six-state area.

Immediately prior to assuming his role of Regional Director, he was the FAA Administrator's Special Assistant for Legislative Affairs.

He began his FAA career in 1955 as an air traffic controller and has served in a number of key management and executive positions throughout the agency and the Office of the Secretary of Transportation.

Whittington received FAA's Superior Achievement Award in 1982 for

'The FAA has always been a part of my life, and I depart with many fond memories.'

Bob Whittington

his unusual skill and initiative in helping the Massachusetts Port Authority establish a comprehensive and innovative noise abatement program.

In 1986 he received the Secretary's Award for Excellence in Equal Employment Opportunity, and he has twice — in 1980 and in 1987 — been awarded the Presidential Rank Award for "Meritorious Executive," which is the highest honor that can be earned by a career civil servant.

"The FAA has always been a part of

my life," Whittington said, "and I depart with many fond memories."

In a message to members of the Administrator's Management Team, Whittington said, "... it has been great working with all of you. Please accept my sincere appreciation for the contributions you have made to whatever small success I have had in the agency."

Barlow *from page 1*

tion of the National Airspace System Plan.

In November 1989, Barlow moved to the position of Executive Director for Regulatory Standards and Compliance with responsibility for the Offices of Civil Aviation Security, Flight Standards, Aircraft Certification, Aviation Medicine, the Aviation Standards National Field Office and the Offices of Accident Investigation and Rule-making.

Barlow began his career with the FAA in 1959 as an electronics technician in the Flight Inspection program in the Western-Pacific Region.

Since that time, he has held a variety of engineering, management and executive positions in four of the agency's nine regions.

He has served as Regional Director of both the Great Lakes Region in Chicago and the Northwest Mountain Region in Seattle, his position prior to moving to the agency's Washington Headquarters.

Barlow is a graduate of Weber State College.

He is a charter member of the Federal Senior Executive Service and a recipient of the Presidential Meritorious Rank

Award. He is a graduate of the FAA's Executive Development Program, class of 1976.

Barlow is a private pilot and an Associate Fellow of the American Institute of Aeronautics and Astronautics.

He served in the U.S. Marine Corps

'It has been both a pleasure and a privilege to be a part of an organization of dedicated professionals....'

Wayne Barlow

during the Korean War. He and his wife Marion have four grown children.

Commenting on his FAA experience, Barlow said, "For the past 31 years I have enjoyed the many benefits of having two families — my wife and children and the FAA family.

"It has been both a pleasure and a privilege to be a part of an organization of dedicated professionals who make such a positive contribution to the people of the United States and the world in general.

"The personal and professional relationships I have enjoyed in the FAA are some of the most important in my life.

"Marion and I plan to work hard to sustain our FAA friendships and wish continued success and happiness to our FAA family and the new generation."

Executive Director Edwin Harris announced his retirement earlier. Highlights of his career appeared in the September 4 Intercom.

Flightplan

'Armchair detectives.' The DOT Employees Recreation Association is sponsoring a trip to the Kennedy Center to see the murder mystery, "Shear Madness," on *Sunday, October 14*.

The 3:30 p.m. matinee costs \$15.

The play encourages the audience to become "armchair detectives" giving everyone a chance to solve the crime.

To order tickets, contact Bill Gosard of the National Transportation Safety Board at 382-6566 no later than *Friday, September 28*.

Learn to fly. The FAA Flying Club, Inc., will conduct private pilot ground school on *Tuesday and Thursday evenings, September 18 through November 8*, from 6:30-9:30 p.m. at FAA Headquarters.

For more information contact Patti Barnhart (day 591-9110, evening 273-5486) or Brian James (day 739-3870, evening 292-2825).

Women's Equality Day. On *Thursday, September 13*, from 10 to 11 a.m. in the auditorium, Thomasina Jordan will give a talk on cultural diversity in the workplace to celebrate the 70th anniversary of the 19th Amendment to the Constitution, which guarantees the right to vote regardless of gender.

Jordan is co-director of the Native American Cultural Exchange.

The program, which is sponsored by the Federal Women's Program Committee, will include an interpreter for the hearing impaired.

For more information, contact John Ogden, AHR-140, x73878, or Diane Ables, AHR-140, x73880.

AXD awards. Nominations for a new awards program for FAAers working in the System Development organization, AXD, close *Monday, September 17*.

The awards are based on peer nominations. Any AXD employee may suggest another AXD worker for recognition in one of 12 categories.

Employees should submit nominations to their service or program director committee member.

For more information and names of

Wanted: Creative FAAers

Help Design a Catchy Logo for New Facility

Creative FAAers with a flair for art have a chance to use their talents to design a logo for the agency's new National Airspace Management Facility (NAMFAC).

The logo contest, open to FAA Headquarters employees only, runs from *Monday, September 17, through Monday, October 1*. A prize goes to the winner who will be announced in November.

Logos should be submitted to the Air Traffic System Management Employee Participation Group via the ATM-500 mailbox in room 426.

NAMFAC is FAA's top operational air traffic control facility. It directs the use of airspace and manages the national flow of air traffic.

NAMFAC has three major components: ATC System Command Center, National Airspace Modeling Facility and National Airspace Management Development Facility.

Questions about the contest? Call the ATM EPG, x77127.

committee members, contact Jacqueline Herbert, x73025.

Women's program meetings. The Federal Women's Program Committee (FWPC) holds its monthly meetings from 11 a.m. to 1 p.m. in the Civil Rights conference room on the following *Wednesdays: October 3, November 7 and December 5*.

Coalition meetings. The Washington Headquarters Chapter, National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled meetings for the organization on *Wednesday, September 12*, room 5ABC; *Tuesday, October 2*, room 5ABC; *Tuesday, November 6*, room 5ABC; and *Tuesday, December 4*, room 5ABC.

The coalition will hold its 14th annual conference *Wednesday-Saturday, September 19-22*, in Las Vegas, NV. This year's theme is "Visions and Strategies for the 90s."

Contact Marcia Adams, x73488, or Aretha Carr, x73489, for more information on the conference.

Listening sessions. Employees are being asked for their opinions on what works well and what works poorly inside the Department of Transportation. As part of Phase 2 of the National Transportation Policy, top DOT officials have scheduled "listening ses-

sions" to hear ideas on issues affecting the people of DOT.

Most of these open meetings are scheduled to be held in room 2230 of the Nassif Building, from 2 to 4 p.m. on the *first and third Friday of each month through December*.

NTP Phase 2 staff members Jack Bennett or Ann Mladinov can be contacted for information on upcoming sessions at x66231.

Skifest. The annual FAA "Skifest," organized by the Denver enroute center, will be held *February 18-23* at Breckenridge Resort, Breckenridge, CO.

A \$110 deposit must be received by October 1.

For a registration form and more information, write:

Skifest '91
2211 17th Avenue
Longmont, CO 80501

Or call Anne or Don Hulsey at (303) 651-4247, (303) 460-9096.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them 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.

Headquarters Smoking Ban Modified

Smoking Allowed in Cafeteria, Other Smoking Areas Being Studied

As a result of a recent poll of Headquarters employees, which showed that 67% favored a place for smokers to smoke in the FAA Headquarters building, smoking is being allowed in part of the second-floor cafeteria.

Also, the Headquarters Employee Participation Group is working with the building's management to identify

areas on other floors where smoking might also be allowed.

Any smoking areas set up on other floors will have to be capable of being partitioned off and properly vented.

The section of the cafeteria in which smoking is allowed is the northwest corner, where there is no food line.

It will eventually be partitioned off

and properly vented, but smoking is permitted in this area until these renovations are made.

The northwest corner of the cafeteria is not, initially at least, available for smoking after the cafeteria closes at 3:30 p.m.

After that smoking is only allowed outside.

Healthbeat

Body benefits. What happens after smokers quit cigarettes?

That's a question many FAAers, who are trying to kick the habit, may ask.

The Public Health Service and National Institutes of Health have these answers:

→ Within 12 hours after the last cigarette, the body begins to heal itself.

→ Levels of carbon monoxide and nicotine in the system decline rapidly, and the heart and lungs begin to repair the damage caused by cigarette smoke.

→ Ex-smokers breathe easier, and a smoker's hack begins to disappear although a cough may linger for awhile.

→ As the body begins to repair itself, ex-smokers may feel worse instead of better for awhile.

Healing is a process – it begins immediately, but it continues over time.

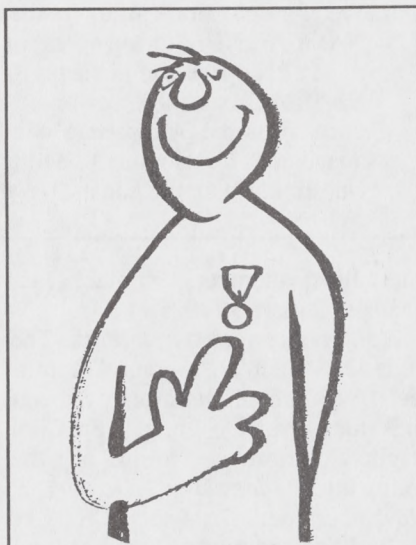
“Withdrawal pangs” are really symptoms of the recovery process.

→ Immediately after quitting, many ex-smokers experience “symptoms of recovery” such as temporary weight gain caused by fluid retention, irregularity and dry, sore gums or tongue.

→ Ex-smokers may feel a little edgy, hungry, more tired and more short-tempered than usual and have strong cravings for a cigarette.

→ Ex-smokers may also have trouble sleeping and notice that they're coughing a lot. These symptoms are a result of the body cleaning itself of nicotine, a powerful addictive chemical. Most nicotine is gone from the body in two to three days.

→ Unpleasant aftereffects of quit-



How about a Reward?

For FAAers who want to quit smoking and succeed, here's a tip from the National Institutes of Health.

Each time you go through a day without smoking a cigarette, it's a good idea to congratulate yourself.

After a week, give yourself a pat on the back and a reward. Buy a new record, tie or blouse or treat yourself to a movie or concert. No matter how you do it, reward yourself in some way.

ting are only temporary and signal the beginning of a healthier life.

→ Ex-smokers have significantly reduced their risk of death from heart disease, stroke, chronic bronchitis, emphysema and several kinds of cancer – not just lung cancer.

Cigarette smoking is responsible every year for about 130,000 deaths from cancer, 170,000 deaths from heart disease and 50,000 deaths from lung disease.

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, x78735, or the distribution representative for your office or service to update your organization's distribution.

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

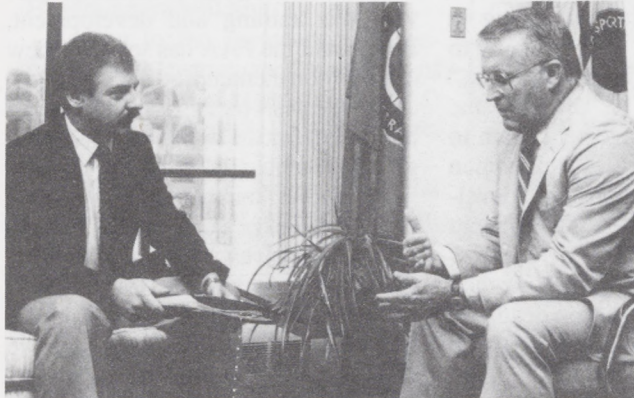
Information can also be sent to this address:

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



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Speaking the Same Language

These managers of information resources may be from far flung countries, but they face similar information resources management challenges. Peter Dowling, left, assistant general manager, Corporate Information Systems Branch of Australia's Civil Aviation Authority meets with Mike Sherwin, director of FAA's Office of Management Systems.

The Australian aviation agency has similar difficulties in hiring and retaining skilled employees in the highly technical field of information resources management (IRM) and in funding its expanding services.

During a recent day-long visit to Washington Headquarters, Dowling was briefed on systems applications, budget, staffing levels for IRM, FAA's Office Automation and Technology Services (OATS) contract and the Computer Resources Nucleus (CORN) program.

Looking for a Part-Time Job?

Avoiding Conflicts of Interest

With the possibility of being furloughed if Congress and the White House cannot reach agreement on the federal budget by October 1, FAAers may be thinking about landing a part-time job to keep up their income.

Chief Counsel Greg Walden says FAAers should know the agency's stand on outside employment.

DOT regulations say that employees may work in outside jobs that are *compatible* with their governmental duties.

Incompatible activities include outside employment that might impair physical or mental capacity to perform DOT duties or activities and where the acceptance of compensation for outside work might raise a real or apparent conflict of interest.

Additional limitations apply to FAA employees who wish to engage in aviation-related part-time work.

In short, an employee can work in aviation-related activities, on a part-time basis, if these activities are not subject to the jurisdiction of the worker's employing office or facility.

turn to Part-Time on page 3

Recruiting Minorities

Busey Vows To Boost

Number of FAA's Hispanic Workers

Saying the small number of Hispanics in the FAA workforce is "not acceptable," Administrator James Busey vowed to push up the total.

"Let's face it. We all know there's a lot we need to do to catch up," Busey said in a recent speech to the National Hispanic Coalition of FAA Employees.

"I want this Equal Employment Opportunity initiative to move forward - even within the severe, but temporary, constraints of the federal budget situation," Busey said.

"I don't want our managers to use this situation as an excuse to lie back and do nothing. There are many things we can do and are doing."

A recent study by the National Association of Latino Elected and Appointed Officials found that the Hispanic share of the federal workforce has failed to keep

'We can no longer afford to approach Equal Employment Opportunity on a hit-and-miss basis, giving it a lot of attention one year, then moving on to something else the next.'

James Busey
FAA Administrator

up with the growing Hispanic share of the total national workforce.

Based on statistics for the years 1982-88, Hispanic participation in the total workforce grew by 22%, yet during the same period, the number of Hispanics in the federal government increased by only 16%.

At FAA, there has been "virtually no movement at all over the past decade," Busey said.

Hispanics represent 3.7% of the FAA workforce - less than 1% higher than the 2.8% of Hispanics in 1980.

turn to Hispanics on page 2

21.6

Hispanics *from page 1*

"Clearly, this is not acceptable, and we are going to change this, I guarantee you," Busey vowed.

Busey gave the group these examples of what the FAA has been doing:

→ This summer, the FAA advertised in newspapers in San Juan, PR, to recruit seasoned engineers and computer specialists. About 125 applicants responded to the ad -- "a rather encouraging return," Busey said.

Headquarters personnel sifted through the applications and picked about 20 that showed particular promise. An FAA team went to San Juan in late July to interview the candidates.

Of the 20, they found six the FAA wants to hire.

Busey granted an exemption to the hiring freeze for the six applicants so the agency doesn't lose them to another employer.

→ Earlier this year, the Great Lakes Region also recruited Hispanics in Puerto Rico and at colleges and universities throughout the country; several of the applicants from that recruitment have been hired.

Among these are five safety inspectors and two engineers. Eight qualified air traffic candidates also have been identified as well as several electronics technicians.

"To make sure this recruitment effort is not just sporadic, determined largely by the zeal of those who happen to be personally committed to EEO, I have directed that a number of actions be taken to institutionalize the program nationwide," Busey said.

Among these actions are:

→ Developing a national recruitment program and a multiyear recruitment plan.

"The problem we have inherited took a long time in the making, and it's going to take time and sustained effort to turn it around."

→ Establishing full-time recruitment specialists in Headquarters and the regions.

A two-week pilot training program for recruiters was held in Washington in May. Some 18 new recruiters attended this session.

→ Making managers up and down the line accountable for EEO, starting with his top management team.

"Everyone at the Administrator's Management Team level has been provided specific figures on where he or she stands with respect to minority representation in the national labor force," Busey said.

"We have asked each of them to spell out specifically what he or she intends to do to increase minority hiring in their own bailiwicks. We are going to hold their feet to the fire on this issue."

Busey also said he directed the Administrator's Management Team to make sure that minorities and women within their organizations are "developed and prepared" for management and executive positions.

"We cannot allow talented women and minorities to languish in dead-end positions," the FAA chief told the group meeting in Tacoma, WA.

"We have not done enough to identify and prepare women and minorities for these positions.

"When they meet eligibility criteria, women and minorities do well in the selection process. The problem is that relatively few of them meet the basic eligibility requirements due to lack of experience, training and development," he said.

To make sure AMT members provide the training and development, Busey said the FAA has set up a "new critical" job element for SES performance appraisals on this issue. It will go into effect for the appraisal period beginning October 1.

"Everyone knows where we stand and what is expected of them," Busey said, "and we've got the the Executive Committee for Equal Employment Opportunity in place to provide the necessary oversight to make sure we achieve tangible, measurable results."

Watkins on Employment Opportunities: 'An Ethnically Diverse Management Team'

FAA's strategy to boost the agency's Hispanic representation will help foster an "ethnically diverse management team" and add an "extra dimension to problem solving."

That's the view of Leon Watkins, Assistant Administrator for Civil Rights.

Here's more of Watkins' thoughts on FAA's Hispanic initiatives:

"Hispanics, with numbers growing almost five times as fast as the general population, are the quickest growing segment of our population, yet they have been most underrepresented in the FAA.

"Providing management accountability in the selection process will contribute to creating an ethnically diverse management team.

"This step should place FAA in the forefront as we prepare for anticipated population changes in the next century.

"Holding management responsible in this area will serve as an effective tool to help attain an appropriate representation of Hispanics in the FAA to include our diverse population of managers.

"It will bring a new cultural awareness to management's decision making process.

"This positive step will add an extra dimension by introducing new approaches to problem solving and an overall enhancement of management effectiveness."

Wednesday Deadline. *Intercom* is published weekly.

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Headquarters
Intercom

September 18, 1990
No. 90-37

Pat Cariseo
Pat Tomasetti
Associate Editors

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Lobby Fair ^{5#} Getting Acquainted with 'Configuration Management'

The lobby at 800 Independence Avenue SW is usually bustling with FAA employees and visitors to the Headquarters building.

Adding to the crowd one day recently were visitors and organizers of the Configuration Management (CM) Fair hosted by the AXD's NAS System Engineering Service.

It was not a fair in the traditional sense, but rather an exhibition explaining the role CM plays in the NAS acquisition process.

Configuration management is the discipline the FAA uses to make sure it has the technical information to manage change in the National Airspace System.

The purpose of the fair, as ASE-620's manager Bob DeMott explained, was to "get the word out to all acquisition personnel about how the NAS Change Proposal (NCP) process works and how people can better use this formal process."

ASE-620's demonstrations included one illustrating the Document Control (DOCCON) system. The DOCCON is a data automation system that tracks the status of the many NCPs that keep FAA equipment responsive to ever-changing requirements.

Since hundreds of visitors stopped by the booths, it is safe to say that the message about the benefits of CM got out to the acquisition community.

Feedback

Extra copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

1 up, 2 down. Signs in 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.

Recycle it. The white color of the *Intercom* allows it to be recycled.

No Smoking Regulations

Here's what the stricter no smoking regulations, that went into effect September 1, mean for FAAers attached to Headquarters:

Smoking Ban. Smoking is banned throughout the building with the exception of the northwest corner of the cafeteria. Other possible smoking areas are being studied.

Except in the cafeteria, no smoking is allowed in the Nassif building, where many FAAers work. The smoking rules apply to all Headquarters tenants – including the National Transportation Safety Board, all contractors and all outsiders visiting the building.

A total smoking ban began at Coast Guard Headquarters at Transpoint, where some FAAers work, on July 1.

For those who choose to smoke outside, chairs and smoking receptacles will be provided at the southwest corner under the overhang of the Headquarters building. Employees are encouraged to use those facilities.

Smoke Breaks. Allowing workers smoke breaks to go outside will be left up to individual managers and supervisors.

They are asked to base their decisions on the nature of the work and workplace. They should make sure that productivity is not adversely affected in any significant way.

Those who take unauthorized smoke breaks or take breaks that are significantly longer than authorized may be counseled by their supervisor or may be charged leave for breaks. Managers and supervisors with questions should contact AHR-140 for advice.

Smoking Ban Enforcement. Violations of the no-smoking policy will be treated the same as other violations of agency regulations.

Supervisors should consider the nature and seriousness of the offense, including whether the employee intentionally violated the no-smoking policy or has repeatedly violated the policy.

Corrective action can range from informal counseling to formal disciplinary action.

Part-Time Jobs *continued from page 1*

This means that any aviation-related business activity that may be subject to inspection, air traffic control, licensing, certification or other official contact by the FAA facility where the employee works is essentially off-limits to the employee as a source of part-time employment.

The prohibition is effective even though the employee personally has no official responsibility over the business in question as part of his or her FAA duties. It is enough that his or her employing organization – such as a general aviation district office, flight standards district office, flight service station, tower, etc. – has an official responsibility.

According to DOT's standards of conduct regulations, employees shall avoid any action that might result in even the appearance of a conflict of interest.

FAA's policy on part-time work, and particularly on outside, aviation-related employment, can be found on pages 13 through 16 of the "Plain Language Synopsis" of the Departmental standards of conduct rules and regulations.

Headquarters employees with questions concerning FAA's outside employment policy should contact Hank Booth or John Walsh in the General Law Branch, AGC-110, at 267-3362 or x73362.

Employees in regions and centers should contact their assistant chief counsel for further information.

Flightplan

Hispanic heritage. Activities are being planned for *September 15 through October 15* to mark Hispanic Heritage Month.

Contact Carmen Carrion, x77067, or Al Mendez, x73262, for additional information.

Detective mystery. The DOT Employees Recreation Association is sponsoring a trip to the Kennedy Center to see the murder mystery, "Shear Madness," on *Sunday, October 14*.

The 3:30 p.m. matinee costs \$15.

The play encourages the audience to become "armchair detectives" giving everyone a chance to solve the crime.

To order tickets, contact Bill Gosard of the National Transportation Safety Board at 382-6566 no later than *Friday, September 28*.

Aviation law. The American Bar Association presents the Ninth Annual Institute on Litigation in Aviation on *Thursday and Friday, October 25-26*, at the Vista Hotel, Washington.

For more information, or to register, contact the ABA Division for Professional Education, 750 N. Lake Shore Drive, Chicago, IL 60611, (312) 988-6200.

Women's meetings. The Federal Women's Program Committee (FWPC) holds its monthly meetings from 11 a.m. to 1 p.m. in the Civil Rights conference room on the following *Wednesdays: October 3, November 7 and December 5*.

Coalition meetings. The Washington Headquarters Chapter, National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled meetings for the organization in room 5ABC on *Tuesday, October 2; Tuesday, November 6; and Tuesday, December 4*.

The coalition will hold its 14th annual conference *Wednesday-Saturday, September 19-22*, in Las Vegas, NV. This year's theme is "Visions and Strategies for the 90s."

Contact Marcia Adams, x73488, or Aretha Carr, x73489, for more information on the conference.

Honorary Awards for Excellence

AAF Employees Slated for Recognition

This year Associate Administrator for Airway Facilities Arnold Aquilano has instituted an annual awards program for Headquarters employees in Airway Facilities.

Called the AAF Associate Administrator's Honorary Awards for Excellence Program, employees will be recognized for their "contributions to organizational accomplishments and public service."

This joint Associate Administrator/Service level combined awards program is based on peer nominations and selection, except for the special award for excellence to be selected by the Associate Administrator.

Categories for awards include:

*Associate Administrator's Award for Excellence
Manager of the Year*

Distinguished Employee of the Year

Distinguished Service Award

Human Relations Achievement Award

EEO Excellence Award

Handicapped Employee of the Year Award

Team Achievement of the Year Award

Secretarial Accomplishment

Administrative Excellence Award

Service/Staff Award for Achievement

The awards program is scheduled for *Thursday, October 11*, from 9 to 11 a.m. in the FAA third-floor auditorium.

The theme for the annual awards is "The Key to Excellence is Quality."



Listening sessions. Employees are being asked for their opinions on what works well and what works poorly inside the DOT.

As part of Phase 2 of the National Transportation Policy, top DOT officials have scheduled "listening sessions" to hear ideas on issues affecting the people of DOT.

Most of these open meetings are scheduled to be held in room 2230 of the Nassif Building, from 2 to 4 p.m. on the *first and third Friday of each month through December*.

Contact NTP Phase 2 staff members Jack Bennett or Ann Mladinov for information on upcoming sessions at x66231.

Skifest. The annual FAA "Skifest" will be held *February 18-23* at Breckenridge Resort, Breckenridge, CO.

A \$110 deposit must be received by October 1.

For a registration form and more

information, write:

*Skifest '91
2211 17th Avenue
Longmont, CO 80501*

Or call Anne or Don Hulsey at (303) 651-4247, (303) 460-9096.

Sleep study. Dr. R. Curtis Graeber, principal investigator for the NASA-FAA study into controlled rest periods for flightcrews on long-haul flights, will talk about the results of the study on *Wednesday, October 3*, from 10 to 11 a.m. in the MacCracken Room on the 10th floor.

The Office of the Associate Administrator for System Engineering and Development is sponsoring the presentation, and Ron Lofaro, x78529, can be contacted for information.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them to room 908, or call x78521.



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

'Outstanding' Effort

Busey Praises Teamwork on No-Smoking Policy

FAA Administrator James Busey said he will review the Headquarters building's new no-smoking policy within six months to "evaluate our progress toward a smoke-free work environment."



He also praised many FAAers who were involved in conducting a smoking survey and putting together the new smoking policy.

The modified policy, announced August 31, only allows smoking in the northwest corner of the Headquarters cafeteria, which will be enclosed.

Meanwhile, the building's management is studying the possibility of setting up properly ventilated and enclosed smoking lounges on several floors.

turn to Team Effort on page 4

Highlights

Looking to the Future. DOT Secretary Sam Skinner has announced plans to set up a task force of state, local and federal officials to chart the future of Atlantic City International Airport.

"This partnership should seek a consensus on the airport's future role, on what improvements are needed and a regional infrastructure to support the airport's operation," Skinner said during a September 10 announcement at the New Jersey airport.

Because of aircraft capacity constraints at Philadelphia and Newark airports, Skinner said the task force will consider the aviation capacity

turn to Highlights on page 2

Excellence in Aviation Melugin Honored for Contributions to Air Safety and Commerce

C. R. "Tex" Melugin has been honored for his contributions to aviation safety and air commerce.

Melugin was the first recipient of an aviation award established by the City of Fort Worth and the Perot Group of Fort Worth.

The award, which is represented in crystal by an eagle statuette, carries his name: the C. R. "Tex" Melugin, Jr., Award for Excellence in Aviation.

Melugin's wife, Peg, accepted the honor this summer at a Fort Worth dinner. Illness prevented Melugin from attending.



Crystal eagle award

At the ceremony, then Southwest Regional Administrator Don Watson praised Melugin's aviation leadership.

turn to Melugin on page 2

On the Job with 'TQM'

Jacksonville Airway Facilities Sector Boosts Productivity

The Jacksonville Airway Facilities Sector has been so successful at boosting productivity that it's become a national model for other agency facilities.

The facility is using Total Quality Management - TQM for short - the emerging management philosophy that emphasizes quality improvement.

One of Airway Facilities chief duties is operating, maintaining and improving telecommunications services, which are vital to controlling air traffic.

The Telecommunications Management and Operations (TM&O) Division, ASM-300, the unit responsible for the telecommunications in the National Airspace System (NAS), believes TQM is a way to achieve both short- and long-term benefits.

After implementing the quality process at the Jacksonville AFS located at

the Jacksonville Air Route Traffic Control Center, employees saw significant improvements in the telecommunications service they provided last year.

Their "mean time to restore" (MTTR) and "mean time between interruptions" (MTBI) both improved for the sector after setting up quality teams that include Airway Facilities, Air Traffic and vendors.

Now, instead of having FAAers and vendors in somewhat adversarial positions, team members get together, discuss problems and come up with solutions.

The Eastern Region has volunteered to implement the TQM process on a regionwide basis, using Jacksonville as a national model.

turn to TQM on page 2

TQM

Melugin Honored with Award *from page 1*

Melugin's family accepted the award at a dinner with Fort Worth and FAA officials. Left to right: Ross Perot, Jr., Jamie Melugin, Peg Melugin, Jenny Brand (Melugin's daughter), C. R. "Bud" Melugin III, then Regional Administrator Don Watson and Fort Worth Mayor Bob Bolen.



"This recognition is well deserved," Watson said. "Tex's contributions to regional U.S. aviation – and to international aviation – are incalculable."

Melugin first soloed in an airplane at age 16, flew C-47s in World War II, piloted one of the first diplomatic missions to the Soviet Union in the 1960s and later survived a helicopter crash.

He served as Regional Administrator in the Central and Southwest Regions.

He completed 29 years with the FAA in 1989 when he retired from the post of Executive Director for Regulatory Standards and Compliance at Washington Headquarters.

Highlights *from page 1*

needs of southeast New Jersey and the entire Northeast region.

"The local and state governments clearly need to create an airport authority that can carefully plan airport improvements and deal with environmental concerns," Skinner said.

Future airport planning should support the mission of the Technical Center, located at the airport, Skinner said.

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.

Soviet Flights. The DOT has tentatively awarded authority to Alaska Airlines and Federal Express to begin new service next April to the Soviet Union.

The DOT also set up procedures to select more carriers to fly between the United States and the Soviet Union.

Alaska Airlines would be authorized to provide scheduled cargo and passenger service between Anchorage and Magadan and Khabarovsk.

Federal Express would provide all-cargo service on a North Atlantic route

between New York and Moscow and Leningrad.

Twelve other airlines have requested new or expanded authority between the two nations.

Deceptive Ads. The law has cracked down on a Tennessee firm for deceptive advertising and illegal air transportation sales.

National Air Safety Advisory Service (NASAS) had conducted a nationwide advertising campaign offering roundtrip airfare certificates from any point in the United States to Orlando or Freeport and Nassau, Bahamas, for \$33.

Several thousand consumers bought the certificates last fall and winter.

The DOT, through the U.S. Attorney

Headquarters
Intercom

September 25, 1990
No. 90-38

Pat Cariseo
Pat Tomasetti
Associate Editors

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(202) 267-8521

for the Middle District of Tennessee, has obtained a permanent injunction prohibiting NASAS from further deceptive advertising and setting up a trust fund to give customers a refund.

The DOT said the ads failed to inform the public adequately that once a travel certificate was purchased, it could not be used unless the buyer also bought hotel accommodations for six or seven nights at standard room rates.

That could cost as much as an additional \$1,400.

Wednesday Deadline. *Intercom* is published weekly.

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

1 Up, 2 Down. Signs in 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.

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.

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

TQM *continued from page 1*

To improve telecommunications services used in air traffic operations throughout the FAA, the TM&O Division is developing a national implementation plan that will incorporate the TQM process of training, developing teams and solving problems.

TQM is a strategic, integrated management system for achieving customer satisfaction.

It involves all managers and employees and uses quantitative methods to improve an organization's process continuously.

Simply put, TQM principles include achieving customer satisfaction, giving everyone responsibility and making continuous improvement.

Flightplan

Hispanic heritage. Celebrations of National Hispanic Heritage Month, which runs through October 15, include these events:

→ *Wednesday, September 26* – Music, Hispanic food and crafts and a featured speaker will be highlighted at the Nassif Building Plaza, 11:45 a.m.-2 p.m.

→ *Friday, September 28* – The FAA Office of Civil Rights and the Headquarters Hispanic Committee is sponsoring exhibits, music and samplings of typical Hispanic foods in the FAA lobby, 11:30 a.m. to 1:30 p.m.

→ *Thursday, October 4* – Dr. Antonia Novello, the first Hispanic and the first woman Surgeon General of the United States, is the featured speaker at the U.S. Coast Guard, Transpoint Building, room 2415, at 11 a.m.

Volunteers wanted. The Presidential Classroom is seeking outstanding government employees to become part of its 1991 senior high school program.

A nonprofit, nonpartisan organization, Presidential Classroom offers exceptional high school students a one-week intensive look at the nation's capital and the federal government.

Volunteer instructors are needed to devote full time to the program for one week.

For more information or for an application, contact:

Susan Studnicki, Manager of Programs
Presidential Classroom
441 North Lee Street
Alexandria, VA 22314
(703) 683-5400

A typical week includes a tour of the monuments, time at the Smithsonian museums, debate sessions, seminars – including one on the floor of the U.S. House of Representatives – and meetings between students and their Congressmen.

Volunteers guide students through the program, aid in the daily events and participate in discussions.

Applications are being accepted through *Monday, October 15*.

Building Update

Major Elevator Overhaul Scheduled

“Elevator service in the building has improved in the past year, but this level is still not acceptable,” said new Headquarters Building Management chief Joanne Eakin.

Although more elevators are running, some do not respond as they should to either elevator or floor call buttons, said Eakin.

The building management staff checks elevator service each morning and arranges for repairs.

Despite their best efforts, however, service problems do occur.

Employees should call the “PRIDE” line, x77433, to report problems with service.

The General Services Administration has notified FAA that a contract to completely modernize elevators will be awarded in the spring.

The contract performance period will extend over three years, and during the time when work is being done, four elevators at a time will be removed from service.

The contract to repair the building's escalators is in progress. They are scheduled to be in working order by the end of January.

Spann Watson luncheon. Aero Club's Elder Statesman Awards luncheon, with FAA's Spann Watson as one of its honorees, will be held on *Tuesday, October 30*, at the Vista International Ballroom, 1400 M Street NW, near Thomas Circle.

The luncheon runs from 11:45 a.m. to 2 p.m. The cost is \$30.

For reservations, contact the National Black Coalition of Federal Aviation Employees (NBCFAE) public affairs representatives Aretha Carr, x73489, or Marcia Adams, x73488.

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Contact Ron Lofaro, x78529, for more information.

FAA Chief Praises 'Outstanding' Team Effort continued from page 1

"While implementation of these smoking restrictions may be difficult," Busey said, "I expect everyone to comply with these new policy requirements."

By a 2 to 1 margin, Headquarters FAAers – who answered the informal questionnaire – favored properly ventilated smoking areas in the building.

More than 3,000 surveys were distributed in an attempt to get input from all FAAers attached to Headquarters.

During August 22-24, there were 1,310 surveys filled out and returned.

Because some FAAers did not receive their own copy of the survey, two public address system announcements were made to alert employees about the poll.

A tally of the returned questionnaires showed that a majority, 67%, agreed that there should be properly ventilated areas in the building for people who smoke.

Three-quarters of those who filled out the questionnaire said they don't smoke.

See survey results on this page.

The survey was an effort to use employee participation to get the opinions of FAAers about the new nationwide DOT and FAA smoke-free building policy.

In a letter to all Headquarters employees, Busey lauded the many employees who were involved in final implementation of the smoking policy.

He singled out Sylvia Woodcock, chairperson of the Headquarters Employee Participation Group (EPG), and Bob Cripe, a representative of the newly formed Smokers' Group.

He said Woodcock and Cripe spent "considerable time and effort to ensure that the views of employees throughout the Headquarters building have been considered...."

"I want to thank everyone who has participated in this Headquarters initiative, smokers and non-smokers alike," Busey said. "The results reflect an outstanding team effort...."

The FAA chief also emphasized his "commitment to this kind of participatory process which reflects employee concerns on issues that directly impact their working environment."

Busey said he intends to continue working on the smoking issue with the Headquarters EPG, the Smokers' Group and the building's management team.

The decision to poll FAAers was set into motion in early August after a Smokers' Group meeting, in coordination with the Headquarters EPG.

At the meeting, concerns and objections were discussed on the pending smoking ban.

The survey was a group effort put together with help from

'While implementation of these smoking restrictions may be difficult, I expect everyone to comply with these new policy requirements.'

James Busey
FAA Administrator

the Headquarters EPG, Smokers' Group and the Offices of Human Resource Management and Labor and Employee Relations.

The Smokers' Group was organized by a few concerned FAAers in early August and its numbers quickly grew to almost 150 employees.

Its elected representatives are Cripe and Barbara Tauben of the Office of Government and Industry Affairs and Joyce Gillen of the Research and Development Service.

The group emphasizes that it "supports a smoke-free work environment."

But it felt that smokers' rights should be acknowledged and appropriate accommodations provided in FAA's interpretation and implementation of the DOT policy.

The group said it was concerned and determined that other FAA Headquarters workplace environmental and safety-related issues also be addressed.

After several meetings, Smokers' Group and Headquarters EPG representatives brought their concerns and views to top management, including FAA Administrator James Busey and recently retired Executive Director Bob Whittington.

One of the requests was to get approval for a smoking survey to obtain employees' opinions on the sensitive issue.

Smoking Survey Results

- Are you currently a smoker in the FOB-10A building?
27% Yes 73% No
- Should all smoking areas in the building be eliminated?
36% Yes 64% No
- Should properly vented smoking areas be established in the building to accommodate smokers?
67% Yes 33% No
- What area(s) do you recommend for smoking:
Designated area in cafeteria?
59% Yes 41% No
Smoking lounges/rooms?
52% Yes 48% No
- Smoking lounges/rooms on designated floors?
49% Yes 51% No
- Smoking lounges/rooms on every floor?
51% Yes 49% No
- If you are a smoker, would you consider participating in a smoking cessation program?
43% Yes 57% No



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Boosting Safety Oakland FSDO Wins Nationwide Award

California's Oakland Flight Standards District Office (FSDO) has been named the 1990 national winner of the Flight Standards Field Office Award.

The Oakland FSDO honor was based on its outstanding achievements and significant contributions to the Flight Standards Service safety program in the 1989 fiscal year.

A special plaque and certificate will be presented to the Oakland FSDO and Western-Pacific Region's Flight Standards Division in the near future.

The Oakland FSDO was judged superior for its:

- Significant contributions to improve aviation safety.
- Significant contributions to carrying out the aviation standards mission.
- Innovation and improvements in service to the public and other government agencies.

turn to Oakland on page 3



International Winner

A 13-year-old Pennsylvania girl, who was honored for her aviation artwork by the FAA, has won an international award.

Angela Rogers of Monaca, PA, took first place nationally in this year's aviation art contest in the 13-to 16-year-old category for her oil painting of a balloon floating over the ocean.

This month, Angela receives a bronze medal for the painting from the Fédération Aéronautique Internationale at its conference in Budapest, Hungary. Other international winners include youngsters from Australia, Ireland, the People's Republic of China, the Soviet Union and Turkey.

Tops in Security Houston CASFO Takes Agencywide Honor

The Houston Intercontinental Airport Civil Aviation Security Office (CASFO) has been judged the best in the nation for 1989.

The annual award is based on a facility's operational efficiency, communications, employee development, resource management, human relations and professionalism.

CASFOs are responsible for administering and monitoring FAA's civil aviation security programs combating hijacking and sabotage. They also deal with airlines, airport operators, government, industry and law enforcement

turn to Houston on page 3

Highlights

Best Branches. Western-Pacific Region's Planning, Appraisal and Analysis Branch, AWP-42, and the Information Resources Branch, AWP-43, have been honored as national winners of the 1990 Annual Management Systems Activities Award.

The award, established in 1986, recognizes outstanding FAA organizations in the fields of management systems and data systems.

It is based on overall high performance in program accomplishment, communications, employee development, external relations, professionalism, human relations and other significant accomplishments.

Mike Sherwin, Director of Management Systems, will present branch managers with a plaque and certificates for all employees who worked in the branches during the award period.

more Highlights on page 2

Money Crunch Could Crunch Flights Contingency Plan: Trim Air Traffic at 41 Airports

Faced with the unresolved federal budget crisis in mid-September, FAA's number crunchers came up with a plan that would cut back flights at 41 key airports nationwide.

The contingency plan, put together to cope with the possibility of a massive \$2.5 billion FAA budget cut mandated by a federal deficit law, calls for cutbacks in services - including restrictions on air traffic - and a decrease in security and maintenance inspections.

In a September 19 briefing for industry and union officials, the FAA unveiled the plan, which includes furloughs of employees as a last resort.

turn to Budget Crunch on page 4

As this Intercom went to press on September 21, Congressional and White House negotiators had not reached a 1991 federal budget agreement.

19C or 19D

Highlights *from page 1*

International Update. FAA's international representatives were in Washington and Annapolis recently attending a special conference to bring them up to speed on the agency's programs and policies.

The representatives, who met with Headquarters and regional staff, are rarely all in the same place at the same time.

The meetings gave them an opportunity to talk about issues, problems and



Mike Moffet, left, and FAA Administrator James Busey share a lighter moment as they kick off the conference for international representatives.

successes while explaining their jobs to FAAers from Headquarters and the regions.

FAA Administrator James Busey, who opened the conference, praised the quality and responsiveness of the agency's overseas staff and emphasized the importance of FAA's international program.

The FAA chief also told them about his management style.

Those attending the conference, organized by Assistant Administrator for Policy, Planning and International Aviation Mike Moffet and Director of the Office of International Aviation Joan Bauerlein, recommended that the event be held annually.

'Win-Win' Situation. Calling it a "win-win situation" to boost aircraft safety, the Technical Center in Atlantic City has signed a special pact with industry to improve in-flight aircraft cabin smoke evacuation.

The pact is the first cooperative research and development agreement (CRDA) inked by the Tech Center since FAA Administrator James Busey signed a technology transfer order late last year.

The FAA is working with Adams-Rite Products, Inc. The firm was responsible for modifying eight proto-



FAA and industry officials signed the Technical Center's first cooperative research and development agreement earlier this year. Left to right: Mike Brandewie, ACD-1; Joe Del Balzo, Executive Director for System Development; Jim Demaree, project manager; Lee Martin, Adams-Rite Products; and Al Lupinetti, ACL-1.

type smoke control valves and installing them in the center's Boeing 727 aluminum window plugs.

The Tech Center conducted ground and flight tests, which used a special smoke generating system.

The system involves a mixture of air, helium and theatrical smoke that rises in a plume and behaves similarly to smoke generated from the burning of materials.

The Adams-Rite valve is a hatch that pivots on one edge while the other edge opens out into the airstream allowing air to enter and flow out of the cabin.

"It's a win-win situation," said Al Lupinetti, chief of the Office of Research and Technology Applications, ACL-1.

"In the case of the Adams-Rite agreement, they provide the valve for testing, and we provide the means to test it. The result is the Technical Center accomplishes its mission of furthering aircraft safety, and the company provides a marketable product."

Several other cooperative agreements are in the works.

Under new technology transfer laws, which made the smoke valve pact possible, the government is allowed to

enter into partnership agreements with industry where both partners pay the cost of research and development and both benefit.

Aviation Fellowships. The National Air and Space Museum is offering two aviation fellowships and urges interested scholars to apply.

Applications and proposals are due January 15 for these fellowships:

→ **Guggenheim Fellowship.** The Daniel and Florence Guggenheim Foundation funds a one-year resident fellowship for pre- or post-doctoral research for young scholars interested in aviation and space historical and scientific research.

Minimum academic requirement for the pre-doctoral position is a bachelor's degree and current enrollment in a graduate program in an accredited college or university.

Post-doctoral program applicants preferably should have received their Ph.D. within the past seven years.

A stipend of \$13,000 for the pre-doctoral candidates and \$21,000 for post-doctoral candidates will be awarded. There are limited additional funds for travel and other expenses.

→ **Verville Fellowship.** The museum funds a fellowship in honor of Alfred V. Verville, a noted aviation designer.

The competitive nine- to 12-month fellowship is intended for the analysis of major trends, developments and accomplishments in the history of aviation or space studies.

A stipend of \$26,000 will be awarded for a 12-month fellowship.

The fellowship is open to all interested candidates with demonstrated skills in research and writing.

An advanced degree in history, engi-

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neering or related fields is *not* required.

To receive application packages for both the Guggenheim and Verville fellowships write to:

Interpretive Programs, 3356 B
National Air and Space Museum
Smithsonian Institution
Washington, DC 20560

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Detroit Alternatives. The FAA has formed a special working group to seek alternatives to current aircraft departure procedures at Detroit Metropolitan Wayne County Airport.

The group, which includes FAA, airline and Wayne County representatives, is exploring ways to reduce noise caused by departing aircraft without adversely affecting safety.

Its first meeting was held in Detroit on September 18 and 19.

The FAA made comprehensive changes in air traffic procedures for the Detroit metropolitan area in November 1989 to improve air safety and efficiency for aircraft using all the airports in the area.

To reduce noise levels, aircraft arriving at Detroit Metro were kept at higher altitudes for a longer time than previously. Aircraft departing Detroit Metro were cleared to higher altitudes more quickly than previously.

The current procedures have reduced operational errors and pilot deviations and increased overall efficiency. They also appear to have had a positive overall effect on noise levels.

Some departure procedures, however, have generated a large number of noise complaints, chiefly from areas north of Detroit Metro Airport.

The working group is examining whether alternative departure procedures can reduce the noise impact of aviation activities without adversely affecting safety.

Alternatives are expected to be presented to Wayne County, the airport owner, by December.

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.



FAAers at the Oakland Flight Standards District Office show off their certificates after winning the national Flight Standards award.

Houston from page 1

officials on air transportation security matters.

The Houston facility's geographic area covers Louisiana and southeastern Texas.

It inspects the area's 19 regulated airports and 108 air carrier stations subject to Federal Aviation Regulations 107 and 108 and administers the federal regulations for transporting hazardous materials.

Continental Airlines' principal security inspector is assigned to the Houston CASFO staff, which also manages security inspections for two large charters and four air taxi operators.

The CASFO additionally monitors explosives detection K-9 teams at Houston Intercontinental and New Orleans International Airports.

Of the fourteen special agents currently assigned to the CASFO, 80% are federal air marshals who also perform foreign airport assessments; an average of 21% of the agents' time is spent on duty outside the country.

The winning CASFO was the leader nationally in approving amendments required by federal regulations to enhance airport security.

Monte Belger, acting Assistant Administrator for Civil Aviation Security, William Jack Sasser, Southwest Region Deputy Regional Administrator, and the region's Civil Aviation Security Division manager George Lewis congratulated the winning FAAers during a recent awards ceremony in Houston.

Irwin J. Horn, manager of the Houston CASFO, accepted the "CASFO of the Year" award in behalf of the facility's employees.

Oakland from page 1

→ Increased productivity, efficiency and economy of operations.

→ Work quality significantly above average.

→ Positive efforts in support of the Equal Employment Opportunity program.

→ Initiatives in support of FAA's human relations policy.

For example, the Oakland FSDO completed 99% of its planned surveillance items and 100% of its on-demand work requests.

It completed the certification of a Part 121 air carrier within 60 days.

During the October 1989 northern California earthquake, the Oakland FSDO helped to maintain safe air operations during the rescue and relief efforts.

In addition to Oakland, which represented the Western-Pacific region, the regional recipients are:

Alaskan Region

Fairbanks FSDO

Central Region

Wichita FSDO

Eastern Region

Teterboro FSDO

Great Lakes Region

Columbus FSDO

New England Region

Burlington Aircraft

Evaluation Group

Northwest Mountain Region

Helena FSDO

Southern Region

Miami FSDO and Eastern Airlines

Certificate Management Office

Southwest Region

Houston FSDO

Special recognition plaques will be presented to each regional winner.

Flightplan

Funny tales. The FAA Toastmasters Club will hold a humorous speech contest on *Tuesday, October 2*, in Headquarters conference room 9 B&C at 12 noon. Visitors are welcome.

The winner will compete in an area-wide humor contest.

The club holds its regular meetings on the *first and third Tuesdays* of each

month in Headquarters room 9C at 12 noon.

The club welcomed new members Paul Alexander, NTSB, and Henry Felices, AAT-13, during a recent induction ceremony.

For more information, call Elinor Rafferty, x66715.

Hispanic heritage. To help mark National Hispanic Heritage Month, Dr. Antonia Novello will speak at the U.S.

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Women's meetings. The Federal Women's Program Committee (FWPC) holds its monthly meetings from 11 a.m. to 1 p.m. in the Civil Rights conference room on *Wednesday, October 3*.

Coalition meetings. The Headquarters Chapter, National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled meetings for the organization in room 5ABC on *Tuesday, October 2; Tuesday, November 6; and Tuesday, December 4*.

Contact Marcia Adams, x73488, or Aretha Carr, x73489, for more information on the meetings.

Sleep study. Dr. R. Curtis Graeber, principal investigator for the NASA-FAA study into controlled rest periods for flightcrews on long-haul flights, will talk about the results of the study on *Wednesday, October 3*, from 10 to 11 a.m. in the MacCracken Room on the 10th floor.

Budget Crunch *continued from page 1*

The air traffic restrictions would affect 41 key airports that collectively handle in excess of 40,000 aircraft operations a day.

Airlines and other airport users would have to reduce operations to a safe number that air traffic controllers -- not on furlough -- could handle. Reductions could total 6,000 operations a day.

Similar cutbacks would affect other FAA services, including new aircraft certification; airline operations and maintenance inspections; security inspections; certification of new navigation aids, landing aids and air traffic control facilities; and processing of airport aid grants.

The cutbacks could affect these programs by about 25% -- the amount of time that each FAA employee could be furloughed every two weeks beginning October 1 if the Gramm-Rudman-Hollings cuts go into effect.

Also included would be a freeze on the hiring of 300 new aviation safety inspectors.

The details of the plan were released on September 19 to give airlines and other airspace users time to plan for possible reductions.

"The Gramm-Rudman-Hollings reductions would cut deeply into the muscle of the Federal Aviation Administration, as well as other government agencies," said FAA Administrator James Busey.

"But there is no way under the law that we can avoid them. This plan would allow us to handle traffic safely with the least possible disruption to air travel."

Under the plan, the FAA air traffic control facility at each of the 41 airports has calculated the maximum amount of traffic it can safely handle with the people it will have available for work. Any traffic beyond that limit would have to be cancelled.

At Chicago's O'Hare International Airport, the nation's busiest, the maximum number of landings that could be safely handled in any hour would be 70.

This means that during the busiest hour, when 98 landings are scheduled, 28 would have to be cancelled -- a 29% cut.

The number of takeoffs O'Hare could handle in an hour would be 60, with 90 scheduled for the busiest hour.

This means that 30 would have to be cancelled, a 33% reduction.

At Los Angeles International Airport, the maximum number of landings that would be permitted would be 47.

During the busiest hour at Los Angeles International when 82 landings are scheduled, 35 would have to be cancelled -- a 43% cut.

The same figures apply to takeoffs during the busiest hour.

The numbers are all calculated assuming good weather conditions.

In bad weather, the number of delays and cancellations would rise sharply.

Airports other than the 41 covered in the contingency plan also are likely to be affected by the cuts when flights are cancelled.

No More 'Dead-End' Jobs

Administrator Busey Urges Managers To Spot Talented Women and Minorities, Provide Training To Help Them Climb Agency's Career Ladder

Emphasizing that the FAA "cannot allow talented women and minorities to languish in dead-end positions," Administrator James Busey again urged managers to help them climb the agency's career ladder.

Busey, who spoke at the annual convention of the National Black Coalition of Federal Aviation Employees, said he has directed the Administrator's Management Team (AMT) to prepare minorities and women for management and executive jobs.

"We are determined to keep up the momentum in Equal Employment Opportunity, and we are not going to allow anything to sidetrack us," Busey told the group meeting in Las Vegas at the end of September.

A major key to the effort's success is making managers "up and down the line accountable for EEO, starting with my top management team," Busey said.

"Everyone at the AMT level has been provided specific
turn to Managers on page 2

October 9, 1990



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

'Hand Up, Not Out'

*Sounds Simple,
but One Person Can
Make a Difference*



Thomasina Jordan

Thomasina Jordan heeded her great grandfather's advice when she was growing up - get an education and lend those less fortunate a "helping hand up."

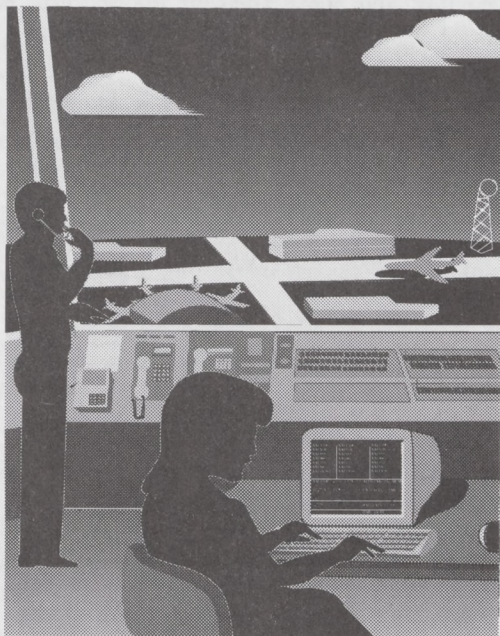
That's the spirit Jordan brought to FAA Headquarters recently to commemorate Women's Equality Day.

An orphaned native American from
turn to Technicolor Society on page 3

Highlights

Fertile Soil. "We can do no less than provide the fertile soil of potential from which the tree of education can bear the fruits of the efforts and talents of each Hispanic man, woman and child," DOT Secretary Sam Skinner said in marking National Hispanic Heritage Month which runs through October 15.

In a memo to all DOT and FAA
turn to Highlights on page 4



Cutting Voice Congestion Controller-Pilot Electronic Link at Three Busy Airports Boosts Efficiency

A new, quicker and more accurate way of communicating between airline pilots and air traffic controllers is boosting efficiency, reducing radio "voice congestion," and speeding up aircraft pre-departure clearances at

three of the nation's busiest airports. It is called PDC. That's short for Pre-Departure Clearance.

The sophisticated electronic system, recently installed and operating at Dallas/Ft. Worth, Chicago O'Hare and San Francisco International airports, is one of the latest FAA high-tech innovations.

The system will be installed early next year at an additional 27 airports experiencing heavy traffic.

Preliminary FAA tests and initial operation at the Dallas, Chicago and San Francisco airports show that the electronic data link, which greatly reduces voice transmissions between controllers and pilots, has cut down

turn to Electronic Link on page 5

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Managers Urged To Help Women and Minorities Move Up from page 1

figures on where he or she stands with respect to minority representation in the national labor force, and we have asked each of them to spell out specific intentions on how to increase minority hiring in his or her bailiwick.

"We are going to hold their feet to the fire on this issue," the FAA chief said.

In the past, Busey said, the FAA has not done enough to identify and prepare women and minorities for top-level positions.

When they meet eligibility criteria, he told the coalition, women and minorities do well in the selection process.

"The problem is that relatively few of them meet the basic eligibility requirements due to lack of experience, training and/or development," he said.

Busey cited the agency's recent experience with recruiting qualified FAAers for its program to find candidates for the Senior Executive Service.

While one-third of the program's current list of 30 are women and minorities, Busey challenged the agency to do better.

Of the 365 who originally applied for the SES development program, only

FAA's plan to boost Hispanic employment and steps it has taken to increase their number were highlighted in the September 18 Intercom. Extra copies are available in room 908.

six were black women. Only one black woman survived the initial cut, and none made the list of 30 applicants.

"This shows me the FAA has not done a good enough job of identifying promising black women in our ranks and providing them the necessary training and development to make that next step up," Busey said.

The final SES candidates will be announced in November.

To make sure AMT members provide training and development, the FAA has established a new critical job element on equal employment opportunity practices for SES performance appraisals.

The job element will go into effect

'...the FAA has not done a good enough job of identifying promising black women in our ranks and providing them the necessary training and development to make that next step up.'

James Busey
FAA Administrator

for the appraisal period beginning this month.

Here's more of what Busey told the coalition:

➔ **Some progress.** The agency is making EEO progress in some offices and some areas of the country, but other areas are lagging far behind.

The recruitment effort should not be sporadic, determined largely by the zeal of those who happen to be personally committed to EEO. To promote continuity, Busey directed that a number of actions be taken to institutionalize the program nationwide.

They include national and multiyear recruitment plans.

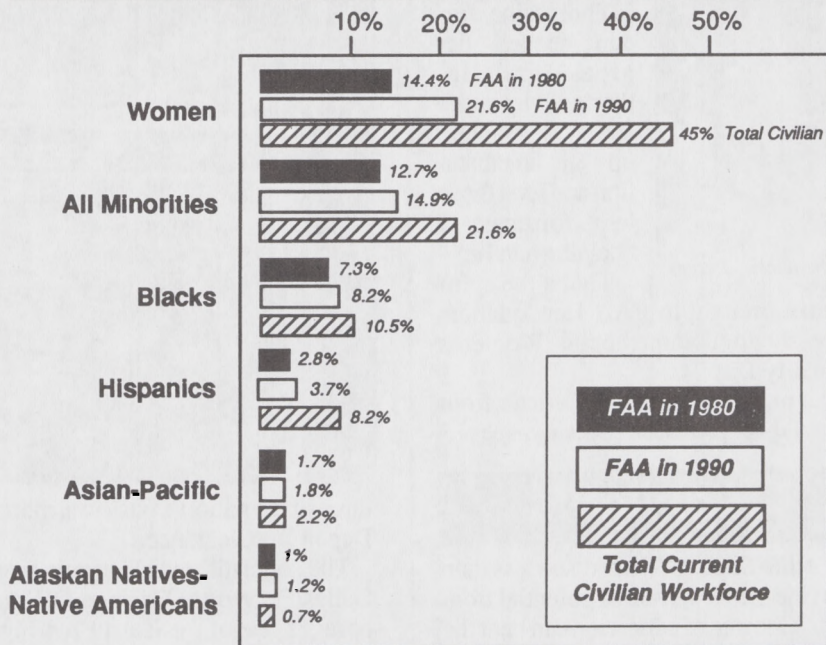
"If we are going to do a better job of recruiting generally -- and targeting certain audiences for special attention in particular -- I think we need to focus our resources into a coordinated, national effort," Busey said.

"The problem we have inherited took a long time in the making, and it's going to take time and sustained effort to turn it around."

The establishment of full-time recruitment specialists in Headquarters and the regions will help. Recruitment won't be a collateral duty.

"Recruitment is their job, and they will be evaluated on how well they do

How FAA Stacks Up against the Civilian Workforce



This chart shows FAA minority employment statistics as of September 30, 1980, and 10 years later as of August 31, 1990, contrasted with the latest estimate for the total U.S. civilian laborforce (based on 1988 projections).

This information was supplied by the FAA Office of Civil Rights.

Technicolor Society: Still the Land of Opportunity *from page 1*

Maine, Jordan had a message of hope.

She told FAAers how her great grandfather – a master storyteller – influenced her life with simple ways to make things better.

Jordan talked of the “technicolor society” and everyone’s common home – sharing the same sky, earth and oceans. “All things are connected,” she emphasized.

Jordan challenged FAAers listening to her in the auditorium to make a difference.

“If every person in this audience offered a helping hand

‘We cannot live 300 years ago in today’s world and carry the prejudices of many of our ancestors if we are to make a better world for our children and all those yet to follow.’

Thomasina Jordan

up – not a hand out – to one, just one, human being outside his or her circle of family and friends and the only debt the person receiving assistance had to pay was to help another person, we’d be taking a giant step forward in alleviating some of the problems of homelessness, loneliness and hunger,” Jordan said.

That may sound simplistic, she said, but it would work.

Jordan, codirector of the Native American Cultural Exchange, said that despite differences in race, religion and culture, all humans are brothers and sisters.

“When I was quite young, my great grandfather said we are not black, we are not white, we are not red or yellow...we are all human beings, and we must treat each other as we ourselves wish to be treated.”

To make the workplace more harmonious, she said, “we must realize that we live in a technicolor society.



Leon Watkins, Assistant Administrator for Civil Rights, greets Thomasina Jordan during Women's Equality Day activities.

Just as television and movies have become multicolored, so must we, in order to keep pace with the society of today,” Jordan told FAAers.

She said the United States is still the land of opportunity but urged people to put aside their differences to take advantage of those opportunities.

“We cannot live 300 years ago in today’s world and carry the prejudices of many of our ancestors if we are to make a better world for our children and all those yet to follow,” she said.

“We must, as brothers and sisters, put aside our crying towels and work together to preserve this planet.”

Jordan emphasized the importance of an education, another value of her great grandfather.

He encouraged her to stay in school.

“As an Indian, you will need a key,” he told her, “when I’m not here to look out for you. Education is a key.”

The September 13 Headquarters program was presented by the Federal Women’s Program Committee, chaired by John Ogden and cochaired by Diane Ables.

on that one major task,” Busey said.

A two-week pilot training program for recruiters was held in Washington in May. Some 18 new recruiters who attended this session are now back at their jobs in Headquarters and the regions.

An Executive Committee for Equal Employment Opportunity was put in place to provide oversight in achieving tangible, measurable results.

→ **Playing catch up.** The minority population at FAA is running at about 14.9% compared to a 21.6% represen-

tation in the civilian labor force nationwide.

For women, the picture is worse. Only 21.6% of the FAA workforce is women, versus 45% in the civilian labor force.

At FAA there has been minimum improvement over the past decade. Black representation is now at 8.2% of the FAA workforce – a less than 1% increase over the past 10 years.

The FAA still lags behind black representation in the civilian labor force, which is currently estimated at 10.5%.

In terms of the 1988 population esti-

mates versus the 1980 census, “we have actually regressed,” Busey said.

→ **The right thing.** “Certainly, promoting EEO is a good thing to do from a moral standpoint,” Busey said, “and when you look at the numbers, it’s really the only fair thing to do. Those are good reasons in themselves for pursuing a vigorous EEO program.”

→ **Diverse management.** The FAA will be a better place when management is composed of a diverse population of managers who bring a different

turn to Busey on page 6

Highlights *from page 1*

workers, Skinner said the DOT is "working to assure Hispanic employees even greater access to opportunities which can broaden existing careers at all levels within the Department.

"Hispanic employees add to DOT's accomplishments in technology, research and administration by combining their professional skills with a firm sense of pride in making major contributions toward their own futures and the future of this Department," DOT chief Skinner said.

Top Honors. FAAers from across the country will be honored for top performance at the Secretary of Transportation's 23rd Annual Awards ceremony on Friday, October 19, in Washington, DC.

The ceremony begins at 10:30 a.m. at the Departmental Auditorium, 14th Street and Constitution Avenue NW.

At 8 a.m. that day, Administrator James Busey will host a reception for the FAA winners.

Getting To Know Us. A new, full-color brochure, *This Is the FAA*, tells the agency's story and helps the public get to know the FAA. Just off the presses, it highlights air navigation and air traffic control; certification, regulation and compliance; aviation security; environment, growth and support for aviation; and research and development programs.

The eye-catching cover shows a screen of FAA's aircraft situation display and some of the air traffic handled on a summer weekday afternoon.

Nothing but the Best. The air traffic control system of tomorrow must be a global system, the best that can be built, with the highest levels of efficiency and safety that advanced technology can provide.

That's the message FAA Administrator James Busey brought to a recent meeting of the Air Traffic Control Association in Boston.

Busey, a guest speaker at the group's awards banquet, warned that if the world "falls short" of that goal, it will

Managing 'Comp Time'

It's Important To Know the Accounting Rules

Have you ever been paid overtime when you requested compensatory time – or been paid overtime for hours less than or in excess of the compensatory time you earned during the pay period?

Two reasons why these situations might occur can be avoided by properly managing your compensatory time.

First, by regulation the maximum amount of compensatory time you may accumulate is 160 hours. Whenever excess comp time is claimed, the payroll system will automatically pay the excess hours claimed at the applicable overtime rate.

Second, the payroll system records the value of the compensatory time you earn at the overtime rate based on your salary when the compensatory time was earned. Due to limits in the system, it can only record compensatory time earned at six different overtime rates.

Consequently, whenever compensatory time is earned at the seventh overtime rate, the system automatically pays off the compensatory time earned at the oldest rate regardless of the total amount of compensatory time earned.

For example, if you had earned 50 hours of comp time at the first overtime rate and subsequently earned comp time at five additional rates, when you earn comp time at a seventh rate, even if it is only one hour, the system would pay off the 50 hours earned at the oldest rate.

So keep an eye on your compensatory time. Manage and use it for the most benefit.

Thanks to the Payroll and Administrative Systems Division, AAA-100, for this report.

not realize the "full potential" of air transportation.

"The growth of the world economy will be slowed, and the efforts of many nations to raise their standards of living will be frustrated," Busey said.

Thé FAA chief emphasized worldwide air traffic control should be patterned after the best – the U.S. system.

"In my view, what we have done here in America is a forerunner of what needs to be done internationally," Busey said.

"Now that means all of us have a special responsibility to do whatever we can to extend the benefits of our experience and our technology on a worldwide basis to other nations that must upgrade their air systems."

Losing FAAers. The uncertainty over the "lump-sum" retirement option triggered a larger number of retirements in August and the first few days of September than usual – a total of 419 FAAers.

That's triple the number FAA normally loses at that time of year and double the number the agency lost in the same period in 1989.

Of the 419 retirees, 148 were air traffic controllers. Another 124 were electronics technicians, 17 were engineers and 14 aviation safety inspectors.

By mid-September, another 48 FAAers who are military reservists were called to active duty in the Middle East.

Headquarters
Intercom

October 9, 1990
No. 90-40

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Washington, DC 20591
(202) 267-8521

Electronic Link Boosts Efficiency at Airports *continued from page 1*

on the time an aircraft takes to receive a pre-departure clearance before it "pushes back" from the gate.

The new system has cut radio frequency congestion, errors and occasionally delays associated with the old voice transmissions between aircraft and controllers.

Controllers at Dallas/Ft. Worth reported significant workload savings following adjustment to the new system.

United Airlines reported a reduction in "push back" delays from the gates at

***With a keystroke,
controllers send
pre-departure clearances
over data networks
to the cockpit
where it can be
displayed or printed.***

O'Hare. Participating pilots and carriers have expressed overwhelming support for the program.

Here's how PDC works.

In preparing for a flight, major air carriers, and all aircraft flying under instrument flight rules, are required to file a flight plan with the FAA.

Approximately 30 minutes before a scheduled flight departure, the FAA notifies the control tower handling the departure of the flight's route, plus additional flight information.

Using the old system, when the pilot and crew begin preparations for their departure, they call the tower on the radio and request departure clearance.

With the PDC system, the FAA sends the clearance information to a PDC computer in the control tower handling the departure.

The information is displayed to the controller, who reviews it and adds any necessary local information.

With a keystroke, the controller sends the clearance over data networks to the cockpit where it can be displayed or printed.

The clearance is presented to the

```
##DPTR CLRNC##  
FLT 331-15 ORD - OAK  
UAL331 ORD  
B757/R P1555 RQ350  
XPDR 3153  
OHARE EIGHT DPTR  
MAINT 5000 EXP REQ  
ALT 10 MIN AFT T/O  
SAY POSN FIRST CALL  
-FOD-  
ORD DBQ J94 ONL./OAK
```

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UA0331-14 ORD-OAK 15:31 --/--/-- .N501UA  
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```

This is a sample of how United Airlines' PDC information looks. It is displayed on a monitor or printed out.

flightcrew in text form for review at their convenience, making it much easier to understand than a hurried radio message.

Delays in voice communications often occur at busy airports without PDC because of the radio frequency congestion.

Many aircrews compete with one another to talk to tower controllers, and pilots wait for a pause in the radio traffic to break in with their request for clearance.

Tower controllers read each clear-

27 More Airports in Line for New 'PDC' System

The 27 additional airports scheduled to get the pre-departure clearance electronic link in early 1991 are:

Los Angeles International Airport
Hartsfield Atlanta International Airport
Greater Pittsburgh International Airport
Logan International Airport
John F. Kennedy International Airport
LaGuardia Airport
Newark International Airport
Stapleton International Airport
Lambert-St. Louis International Airport
Washington National Airport
Miami International Airport
Honolulu International Airport
Charlotte/Douglas International Airport
Philadelphia International Airport
Minneapolis-St. Paul International Airport
Detroit Metropolitan Airport
Orlando International Airport
Memphis International Airport
Baltimore-Washington International Airport
Salt Lake City International Airport
Raleigh-Durham International Airport
Seattle-Tacoma International Airport
Nashville International Airport
Washington Dulles International Airport
Houston Intercontinental Airport
McCarran International Airport
Phoenix Sky Harbor International Airport

ance over the radio. The flightcrew is expected to read the clearance back to the controller to confirm its accuracy—often a time-consuming process.

Due to the press for timely depart-

***Controllers at
Dallas/Ft. Worth reported
significant workload
savings following
adjustment to the new
PDC system.***

tures at busy airports, clearance transmissions are often hurried, increasing the potential for errors or misunderstandings.

Last year American Airlines started using a prototype PDC system installed at Dallas/Ft. Worth International Airport.

A second prototype system was installed at Chicago O'Hare in November with American and United airlines using it. Since then, USAir and Delta have joined, and other airlines are also preparing to use the system.

Last month San Francisco became the third PDC demonstration site.

Wednesday Deadline. *Intercom* is published weekly.

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

Three Weeks, Please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them to room 908, or call x78521.

Flightplan

'Elder Statesman' luncheon. Aero Club's Elder Statesman Awards luncheon, with FAA's Spann Watson as one of its honorees, will be held on *Tuesday, October 30*, at the Vista International Ballroom, 1400 M Street NW, near Thomas Circle.

The luncheon runs from 11:45 a.m. to 2 p.m. The cost is \$30.

For reservations, contact the National Black Coalition of Federal Aviation Employees (NBCFAE) public affairs representatives Aretha Carr, x73489, or Marcia Adams, x73488. The deadline is *Friday, October 19*.

Busey *from page 3*

cultural awareness to their jobs. At the same time, they also bring with them the tools of providing new problem solving techniques, management op-

'...diversity has helped the United States become the great country that it is, and I am convinced it can help the FAA become a better agency.'

James Busey
FAA Administrator

eration and styles and management effectiveness, Busey said.

Diverse management teams also will prepare the FAA for anticipated population changes predicted by the Department of Labor's "WORKFORCE 2000 Report."

By the year 2000, women and minorities will constitute a larger percentage of the workforce.

"It just makes sense to me to have an FAA workforce that is reflective of the cultural diversity in the United States," Busey said.

"This diversity has helped the United States become the great country that it is, and I am convinced it can help the FAA become a better agency."

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Coalition meetings. The Washington Headquarters Chapter, National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled meetings for the organization in room

5ABC on *Tuesday, November 6; and Tuesday, December 4*.

Healthbeat

Free flu shots. The FAA Health Clinic is again offering free flu shots.

Shots will be given from 9 to 11 a.m. and 2 to 3:30 p.m. in room 327 on the following *Wednesdays: October 10, October 24 and October 31*.

Influenza is a viral infection of the nose, throat, bronchial tubes and lungs that can make someone of any age ill.

The flu usually occurs in the United States from about November to April.

Who should get the influenza vaccine?

Because the flu is usually not life threatening in healthy people and most people fully recover, health officials emphasize the use of vaccine for the elderly and people with other health problems that make them more likely to become seriously ill or to die from the flu or its complications.

New Evacuation Plan in the Works

Remember To Use Stairs during Emergencies

Because so many FAAers in Headquarters have recently relocated throughout the building, a new Emergency Evacuation Plan for FOB-10A is being drawn up by ALG-500, the Headquarters Building Management Division.

The fire drill usually held during National Fire Prevention Week – observed October 7-13 this year – will be held later, when the building's volunteer floor-warden system is in place.

Building officials remind all occupants that it is vital to treat every fire alarm as "real" and evacuate; during a fire, a few seconds can make the difference in reaching safety. Superheated air reaching above 800 degrees can accompany the fire even when fire and smoke are not visible.

Remember to use the stairs during emergency situations. Elevators are not safe because they can be called to the fire floor and, due to the heat and smoke, the doors remain open.



Fire facts. Each year, 6,000 Americans die in fires – about four-fifths died in their own houses or apartments. Fire officials urge people to "hunt for fire hazards" to make their habitats safer. Statistics show that smoking is the cause of almost 29% of fatal home fires followed by heating devices, which account for almost 17% of deaths.

Soviet fighter pilot Victor Pugachev, left, shows off the SU-27 Flanker to Northwest Mountain Region public affairs officer Dick Meyer.



Soviet Aviators on Tour Getting a Taste of American Culture

The Cold War continued to thaw under sunny skies across the United States this year.

Recent airshows, including those in Seattle and Everett, WA, featured Soviet pilots, cosmonauts and an unprecedented display of Soviet aircraft.

The Antonov AN-225, the world's largest airplane, spent several weeks at Paine Field on its long-running American tour.

It attracted a record number of aviation enthusiasts
turn to Soviets on page 2

October 16, 1990



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

Headquarters Intercom

Highlights

EEO Complaints? Almost two dozen trained Equal Employment Opportunity counselors are ready to help Headquarters FAAers with job discrimination and other complaints.

Check out page 3 for a list of EEO counselors and how to contact them.

Safety Improves. For the first eight months of 1990, near midair collision reports dropped by 22% compared to the same period last year.

turn to Highlights on page 2

'A Lonely Voice'^{21B} Black Coalition Elects Leaders, Pursues Goals

The National Black Coalition of Federal Aviation Employees, the group FAA Administrator James Busey said was "often a lonely voice," has new officers.

They were elected for a term of two years at the group's recent 14th Annual Conference in Las Vegas.

turn to Black Coalition on page 5



Women and Minorities^{21B}

Special Recruiting Yields 25 Flight Data Processors

In a special effort to build a more diverse workforce, Central Region recruiters aimed their hiring message at women and minorities and found qualified people to fill flight data processor slots.

Of the 25 new flight data processors who joined the agency on September 27 in the region, all are women and minorities.

Recruiters targeted their message to newspapers, radio and television stations that would get the word out to minorities.

Members of the Professional Women Controllers were also active in finding candidates, and members of the National Black Coalition of Federal Aviation Employees helped by holding inner-city briefings.

It worked. The region received 92 serious inquiries about the 25 jobs and interviewed 60.

When the 25 new hires were selected, this is how they broke down: 18 are women, including 11 minority females, and seven are minority males.

"This is a great example of different parts of the FAA pulling together

turn to Women on page 4

'A Bold New Approach'^{2CN}

Giving Flexibility and Innovation to Flightcrew Training

The FAA has issued a final rule designed to foster better flightcrew performance and coordination.

FAA proposed the rule in February 1989 because of concerns about several incidents of poor crew performance.

The agency cited studies showing that more than 60% of fatal airline

accidents were caused by breakdowns in cockpit communication instead of mechanical failures or lack of pilot skills.

In many cases the flightcrew was not working well together and did not utilize all the available cockpit resources, the FAA noted.

turn to Training on page 5

Soviets on Aviation Tour *continued from page 1*

waiting in long lines to explore the massive cargo transport. Meanwhile, its maintenance crew wandered freely through the crowd to get a taste of America.

In varying degrees of English, the Soviet visitors casually answered questions from curious spectators.

Trading garments, trinkets and currency was extremely popular -- so popular that airshow sponsors feared it might hinder souvenir sales.

A translator assisted controllers at the Paine Airport tower in their coordination with coaches from Soviet aerobatic teams.

Northwest Mountain Region public affairs officer Dick Meyer experienced another side of *glasnost*.

While he assisted in the FAA's coordination of the Soviet visit, Russian airmen offered him a seat in front of the cockpit controls of the Mach 2+ Sukhoi SU-27 Flanker interceptor.

Meyer was escorted by Victor Pugachev, an innovator in aerobatic maneuvers.

Two of the Flanker fighters were the highlight of an air festival at Boeing Field as their precision routine entertained crowds of onlookers.

The jets were on display while not performing.

The airshow also featured a historic 15-year reunion of cosmonauts and U.S. astronauts from the Apollo-Soyuz mission.

The space travelers exchanged national flags and recreated their famed handshake between orbiting Soviet and U.S. stations.

Special thanks to Matt Brown, editor of the Northwest Mountain Intercom, for this report.

Highlights *from page 1*

From January through August, pilots reported 310 near midairs compared to 395 for the first eight months of 1989.

Operational errors by controllers also declined by 4%.

Through August of this year, there were 613 operational errors compared to 641 for the same period in 1989.

Record Breakers. The Dallas-Fort Worth TRACON reported a record busy day on September 13, with 3,546 operations. No delays were reported for that day.

The TRACON's previous peak day was February 26, 1988, with 3,544 operations.

On September 11, the Chicago O'Hare TRACON had a new peak count of 4,002 operations. Its previous record of 3,947 was set on July 12.

Top Writers. Three FAAers from Oklahoma City's Aeronautical Center have been honored for their technical writing prowess.

The trio won first place for technical writing from the Air Traffic Control Association for their article, "The Fu-

ture of ATC Training."

The article appeared in the July-September issue of *The Journal of Air Traffic Control*.

Winning the honor are coauthors Philip Fuller, quality assurance section supervisor, AAC-936, and Samuel Hendrix and Robert Welp, instructional systems design specialists, AAC-934.

The award was presented at the association's annual meeting in Boston.

New Terminal. The recently completed Thomas F. Riley Terminal Complex opened to the public on September 16 at the John Wayne-Orange

Headquarters

Intercom

October 16, 1990
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Washington, DC 20591
(202) 267-8521

County Airport in southern California. The four-year project cost \$310 million.

Orlando Runway. The Greater Orlando Airport Authority broke ground on October 1 for a fourth parallel runway, scheduled to be completed in the fall of 1994.

FAA earmarked \$28.2 million in Airport Improvement Program funds for its initial construction.

Brushing Up. Western-Pacific Region's Civil Rights staff recently held a refresher training course in Los Angeles.

Equal Employment Opportunity counselors attended workshops to brush up on grievance procedures, use of official records, counselor responsibilities and conflict resolution.

Supersonic Business Jet. A Soviet company, best known for its SU-27 supersonic fighter, has teamed up with a U.S. firm, Gulfstream Aerospace. They plan to build the world's first supersonic business jet.

The project is the first joint private-business aviation venture between the Soviet Union and United States.

It began last spring when heads of the two companies met at the Paris Air Show, talked for several hours and signed a memorandum of understanding.

Gulfstream envisions a jet that could carry 15 to 20 passengers and fly at Mach 2, or about 1,500 miles an hour, slightly faster than the British-French Concorde commercial passenger plane.

Estimates of the cost of a supersonic business jet put it at \$50 million a copy. One major drawback: under current regulations, civilian planes are prohibited from flying faster than the speed of sound over the United States.

An SU-27 pilot showed an FAAer the jet fighter's controls.

See story beginning on page 1.

'Tundra Tykes.' A new child care center to serve FAAers and other federal workers in the Anchorage area opens at the end of this month.

Sponsored by several agencies, in-

cluding the FAA and the Anchorage Federal Executive Association, the facility is called the Tundra Tykes Child Care Center -- the winning entry in a contest to name the center.

3726 **Cargo Door Update.** A U.S. Navy minisubmarine has recovered the cargo door of a jumbo 747 airliner that ripped away in mid-flight over the Pacific Ocean last year.

The recovered pieces have been identified as the lower and upper halves of the cargo door. They were retrieved September 26 and October 2 from a field of debris 100 miles south of Honolulu at a depth of 14,100 feet.

correct date
On February 24, 1989, United Airlines flight 811 experienced an explosive decompression at about 23,000 feet.

Nine passengers were swept to their deaths from the airplane.

Examination of the airplane revealed the cargo door had separated in flight and caused extensive damage to the fuselage and cabin structure.

Preliminary examination of the first piece of recovered door section by the National Transportation Safety Board showed that it had fractured longitudinally near the midspan latch position.

The eight latch cams are in the nearly "open" position. The eight latch lock sectors are in the "locked" position; all of them are deformed.

The master latch lock handle is locked.

The NTSB is examining the recovered pieces, and parts will be sent to Boeing in Seattle for a more detailed review of the door's components under the NTSB's direction.

Poor Performance. The NTSB has determined that poor pilot performance led to the October 28, 1989, crash of Aloha IslandAir flight 1712.

The Twin Otter carried a cockpit crew of two with 18 passengers.

All 20 persons, including a high school volleyball team, died when the plane crashed on Hawaii's Molokai Island.

In its probable cause, the NTSB cited the aircraft captain's decision to continue his visual flight into clouds that

obscured rising mountainous terrain.

Flight 1712 was on a visual flight at night from Maui when it hit a mountain near Molokai's Halawa Bay.

National Quality Month. October has been designated National Quality Month. Its goal is to promote quality in American goods, services and academia, including government services. Its aim is an improved international image for U.S. products.

Ceremonies will be held throughout the country where chief executive offi-

cers and local government officials will issue proclamations emphasizing quality in the workplace.

A highlight was National Quality Forum VI, held October 2, and televised by satellite to over 1,700 sites.

This month the President will announce the winner of the Malcolm Baldrige National Quality Awards. Last year's winners were Xerox and the Milliken Company.

For more information, contact FAA's Bill Cotliar at (516) 737-3626 or the

turn to **Highlights** on page 6

Headquarters EEO Counselors

Reporting job discrimination or sexual harassment is easy at FAA Headquarters with 23 counselors trained to help.

An employee who believes he or she has been discriminated against because of race, color, religion, sex, national origin, age (40 years or older), physical or mental handicap or reprisal must first consult with an Equal Employment Opportunity counselor within 30 calendar days of the matter, or if the complaint stems from a personnel action, within 30 calendar days of its effective date.

Here are the Headquarters EEO counselors and Civil Rights manager, with telephone numbers and routing symbols.

Henry L. Butler, ATH-330
x79140

Mary Jo Blount, AIR-110
x79561

Brian Calandine, AFS-250
x79531

Warren Davis, ATP-210
x79224

Annett M. Eldridge, AHR-150
x77189

Martin Gertel, APR-400
x79661

Tawawn Y. Harrison, ALR-200
x78182

Patricia G. Haynes, AGI-1
x78211

Suzanne C. Holloway, AOA-10
x73852

Carol Johnson, ATP-200
x73731

Ida Klepper, ARM-1
x79688

David Knettel, AAP-420
x78641

Michael A. Lenick, ATM-520
x77907

Harkey Mayo, AOV-305
x66433

Marvin H. Norris, ATR-210
x79440

Lola L. Palmer, ALG-310
x77690

Helen Penn, ABU-220
x76634 -- After October 29,
x73295

Delores Powers, ABU-10
x76604 -- After October 29,
x79019

Michael M. Scott, ATC-320
x77488

Mike Smith, ARM-107
x79684

Bessie Waiters, ARP-2
x78738

Sheila D. White, AHR-130
x77184

Robert E. Whitfield, ASM-260
x78292

Headquarters Civil Rights Manager
Naite (Tina) Stephens, ACR-3
x73253

122? FAA, NASA Ink Aviation Research Agreements

Tackling Problems of Aircraft Noise, Supersonic Booms and Jet Engine Emissions

The FAA and NASA have agreed to seek joint solutions to common aviation problems, including better ways to understand and reduce aircraft noise.

The FAA and NASA recently signed memoranda of understanding to conduct research into these broad areas: environmental compatibility, human factors, severe weather, integration of cockpit and air traffic control operations and airworthiness.

The latest joint research efforts were made possible by a cooperative research agreement signed earlier this year by FAA Administrator James Busey and NASA Administrator Richard Truly.

The agreement represents renewed emphasis on continued cooperation between the FAA and NASA.

"This new agreement allows the FAA to once again tap NASA's vast reservoir of talent and expertise in a search for research solutions in these important technical areas," Busey said.

NASA's Truly said, "We are looking forward to working even more closely with the FAA in addressing the long-term challenges facing air transportation."

Specific research on the environmental impact of engine emissions and aircraft noise, including sonic boom, is covered under the memorandum of understanding on environmental compatibility.

The effort will focus on technology

Right Number?

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

to reduce noise further, better understanding of noise effects and development of noise reduction standards for newly designed aircraft.

Cooperation between the FAA and NASA in the past has produced dramatic reductions in aircraft noise.

Today's quietest commercial aircraft, called Stage 3, are only 25% as loud as the Stage 1 aircraft that made up the majority of the fleet 15 years ago.

These quieter aircraft use technology developed in a similar FAA/NASA program.

More research is needed for developing future aircraft noise standards.

The research on engine emissions

will be aimed at updating existing International Civil Aviation Organization guidelines on acceptable levels.

The goal of the sonic boom program is to develop technology that will reduce the noise associated with sonic booms to an acceptable level for overland supersonic flights.

Earlier NASA/FAA cooperative efforts have dealt with the unique noise problems associated with the helicopter, the effect of the time of day on human response to aircraft noise and the measurement and prediction of building vibrations resulting from low frequency noise generated by supersonic aircraft.

Women, Minorities Hired *from page 1*

to meet the challenge of a diverse workforce," said Ed Newbern, Central Region Air Traffic Division manager.

"We want to thank everyone who helped to achieve this success," he said.

The Black Coalition's president, Evelyn Washington, called it an "excellent example of what a 'can do' spirit and a concerted effort on the part of special emphasis organizations and the FAA can achieve."

Washington said the coalition will continue to respond to requests for

'This is a great example of different parts of the FAA pulling together to meet the challenge of a diverse workforce.'

Ed Newbern

Central Region Air Traffic Division manager

assistance in "pro-active measures to ensure equal employment opportunities."

Leon Watkins, Assistant Administrator for Civil Rights, also praised many groups that "voluntarily worked in the trenches to support this agency in these efforts for so long....it is just great to see them receive a little bit of well earned recognition."

He singled out the National Black Coalition, National Hispanic Coalition, Professional Women Controllers and the Technical Women's Organization.

The new flight data processors work at the Kansas City Air Route Traffic Control Center and St. Louis and Des Moines airport control towers.

On a regular basis, Intercom will highlight the agency's progress in Equal Employment Opportunity.

Training *from page 1*

The new rule will permit large air carrier operators and commuter airlines to develop alternate training programs that incorporate the most recent advances in training methods and techniques.

It is called the Advanced Qualification Program (AQP) and is spelled out in a new Special Federal Aviation Regulation (SFAR).

The AQP would provide flexibility and allow innovation in training programs, emphasizing training to proficiency, crewmember performance and subject content.

Current regulations, which require a specific number of "programmed" training hours, do not encourage the use of innovative training techniques.

A key element of the AQP option is the requirement that airlines use cockpit resource management (CRM) training, which emphasizes crew coordination and other ways of managing crew resources, such as communications skills and decision-making.

Administrator James Busey, recently announcing the rule, said: "This is a bold new approach to the training of flightcrew members that is sorely needed and one which I believe will enhance safety and increase cockpit efficiency."

The new program, developed by a joint industry-government task force, aims to bring the professional qualifications of pilots and other crewmembers, aircraft dispatchers and evaluators to a level above that provided under present standards.

The new rule will allow airlines to depart from current requirements in order to encourage the use of new computer technology and educational methods.

The AQP rule encourages airlines to train flightcrew members to work as a team rather than as individuals.

The rule recognizes that not all operators have expensive equipment such as flight simulators to use during training programs.

Current training rules will not be changed and will be followed by carriers deciding not to participate in AQP.

Black Coalition Elects Officers *from page 1*

Here are the coalition's national officers:

→ *Evelyn J. Washington* was chosen to serve a third term as president. She is an assistant air traffic manager in the Southwest Region.

→ *Marcia Adams* won the public affairs officer position. Currently a public affairs specialist in APA-200, she is convention coordinator at the local level for Washington Headquarters and has been an active member for the last two years.

→ *Annette Baldwin*, Northeast Region's Metropolitan Chapter in New York, was selected as national conference coordinator. Baldwin is manager, Supervisory Identification and Development Program, Eastern Region.

→ *Gwyndolyn Pearson* was again elected as treasurer and will continue her duties for the current term. She is acting manager for Accounting in the Central Region.

FAA Administrator James Busey, who spoke at the coalition's convention, praised the group for its work.

"For many years, the Black Coalition has been in the forefront in the



The coalition was 'often a lonely voice crying in the wilderness.... I want you to know I sincerely appreciate all you have done and are still doing.'

James Busey
FAA Administrator

struggle for greater representation of minorities and women at FAA," Busey said.

"Yours was often a lonely voice crying in the wilderness. But I have been made aware of your long and valued history of service to the agency, and I want you to know I sincerely appreciate all you have done and are still doing," the agency chief said.

The coalition's objectives include:

- Providing a voice for FAA's black, women and minority employees.
- Promoting equal job opportunities for blacks, women and minority employees.
- Helping to recruit blacks, women and minorities for FAA jobs.
- Monitoring black, women and minority trainees.
- Educating employees about their rights, personnel matters and promotional qualifications.
- Promoting professionalism in their work and striving for excellence in their duties.

Wednesday Deadline. *Intercom* is published weekly.

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

Three Weeks, Please. Submit items for the *Flightplan* section at least three

weeks in advance of the event.

Bring them to room 908, or call x78521.

Extra Copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

Highlights *from page 3*

National Quality Month Department of the American Society for Quality Control at 1-800-248-1946.

Fall Back. Don't forget to set clocks back one hour at 2 a.m., Sunday, October 28, as the nation abandons Daylight Savings Time for Standard Time.

Child Care. Six pamphlets with information on child care and eldercare are being distributed to all FAA human resource management divisions where they will be made available to employees on request and during new employee orientation.

They include:

- *Choosing Child Care*
- *About Latchkey Children*
- *What Everyone Should Know about Skilled Nursing Facilities under Medicare*
- *About Entering a Long-Term Care Facility*
- *What Everyone Should Know about Skilled Nursing Facilities*
- *Taking Care of Your Elderly Relatives*

For more information, contact the human resource management division.

Slithery Assignment. When phones ring in FAA public affairs offices, surprising and unusual requests often come from the other end of the receiver.

At the Western-Pacific office, a caller from a nearby Humane Society wanted to locate and award a United Airlines 737 pilot who had stopped for a snake at San Francisco International.

After some initial checking, Public Affairs called the San Francisco tower manager who remembered the snake incident and referred the call to ground controller Lyle Clingman.

Clingman recalled that in June a United captain had taxied off the airport's active runway and called the tower. He reported a snake on the taxiway and asked for its removal.

Clingman told his supervisor who called airport safety officers. They removed the snake.

The captain then called Clingman

and requested that the snake be kept for a few days until he could find it a new, safer habitat.

Because of the publicity the snake incident had attracted, Public Affairs handled numerous phone calls and interview requests from the news media, and they prepared a story for the *Western-Pacific Intercom*.

After it was all over, Public Affairs officer Barbara Abels reflected: "You know, it's really true that no day in Public Affairs is quite like another - it only takes that one phone call!"

New Era for Supply. On October 3, FAA's National Supply (NS) system converted to the Logistics and Inventory System (LIS), replacing a combined software and manual system by an all-computer process. The transition marks the end of one technological era and the beginning of another.

The new software is used to order supplies from the FAA Logistics Cen-

ter at the Oklahoma City Aeronautical Center and to maintain all inventory processes, such as issues, receipts, adjustments, file maintenance and the automated preparation of procurement requests.

Requisitioning requirements can be entered directly into the computer, and the status of requisitions is available on-line.

The National Supply system, created and developed in the 1960s, served the Aeronautical Center and the regions for 30 years. Many of its original developers assisted in the design of the new software.

An open house and system dedication is scheduled for November 8.

1 Up, 2 Down. Signs in 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.

14P

FAA Taps MITRE To Run Research and Development Corporation

FAA Administrator James Busey and MITRE Corporation president Charles A. Zraket have signed a five-year pact for MITRE to operate as a federally funded research and development corporation.

MITRE will assist the FAA in addressing long-range evolutionary changes vital to continue modernizing the nation's airspace system.

The corporation will be designated as the FAA's Center for Advanced Aviation System Development, located at MITRE's Washington Center in McLean, VA.

"This agreement will provide us with the strategic research, development and engineering that we need for our future airspace system. The development of new programs and systems is essential if we are to meet the aviation demands of the future," Busey said.

MITRE president-elect Barry Horowitz said, "The research center will enable MITRE to stay on the cutting edge in maintaining a state-of-the-art technology base and provide continuity in programs supporting the FAA mission."

The agreement does not affect the existing contract between FAA and MITRE. As the agency's air traffic control system development contractor, MITRE has been supporting the FAA for more than 30 years, currently on the National Airspace System (NAS) Plan—the comprehensive effort to modernize the air traffic control system.

Included in the effort have been the planning, development and implementation of new host computers in the air route traffic control centers across the country and the ongoing development of the Advanced Automation System, the future core of the airspace system.

Healthbeat

Free flu shots. The FAA Health Clinic is again offering free flu shots.

Shots will be given from 9 to 11 a.m. and 2 to 3:30 p.m. in room 327 on the following *Wednesdays*: *October 24 and October 31*.

Influenza is a viral infection of the nose, throat, bronchial tubes and lungs that can make someone of any age ill.

Flightplan

Health benefits. The federal employees health benefits open season runs from *Tuesday, November 13, through Monday, December 10*.

Employees who want to enroll or change enrollments must complete a health benefits registration form (SF 2809). The form will be available in AHR-140, room 514, on November 13 and must be returned on or before December 10.

All new elections and changes will be effective on January 13.

The following plans will not be available in 1991:

→ *American Federation of Government Employees (AFGE)*.

→ *National Association of Government Employees (NAGE)*.

→ *National Federation of Federal Employees (NFFE)*.

→ *Postal Supervisors*.

Employees enrolled in these plans will receive individual notices regarding their elections.

To help FAAers decide on a plan, a health fair will be held on *Wednesday, November 14*, from 9 a.m. to 4 p.m. in conference room 5ABC

There will be representatives from most of the participating plans at the fair.

For further information, contact Ida Mack, x73881, or Barbara Claytor, x73873.

TSP briefing. On *Friday, November 9*, Penny Moran of the Thrift Investment Board will brief Headquarters employees on the Thrift Savings Plan (TSP).

As an overview of the plan, the briefing will include information on TSP

participation, tax advantages, agency contributions, understanding the TSP account, interfund transfer, plan annuities, the loan program and major changes in investment options available starting January 1.

There is space for 100 employees at the briefing.

Contact Ida Mack, Employee Relations and Career Development Branch, AHR-140, at x73881, if you would like to attend the program.

Top honors. Twenty-nine FAAers from across the country, including 11 from Washington Headquarters, will be honored at the Secretary of Transportation's 23rd Annual Awards cere-

mony on *Friday, October 19*.

The ceremony begins at 10:30 a.m. at the Departmental Auditorium, 14th Street and Constitution Avenue NW.

Bus transportation for award winners and their FAA colleagues will be provided between the FAA Building and the auditorium.

At 8 a.m. that day, Administrator James Busey will host a reception for the FAA winners.

Women's meetings. The Federal Women's Program Committee (FWPC) holds its monthly meetings at 11 a.m. in the Civil Rights conference room on the following *Wednesdays*: *November 7 and December 5*.

AXD Update

Attracting the 'Best and Brightest'

Thirty college students got a taste of government and the FAA recently as they met with agency officials at Headquarters.

The students from American University's Washington semester program represent the "best and brightest" talent from colleges and universities throughout the country.

They met with Joe Del Balzo, Executive Director for System Development, at a September 24 lecture and "brown bag lunch" question-and-answer session.

Del Balzo talked about how many groups and organizations interact with the agency, including Congress, the Office of Management and Budget, the Office of the Inspector General, the National Transportation Safety Board and the media.

He explained the dilemma the agency faces because of the frequent turnover of top leadership at the FAA and DOT and discussed a few of the directives controlling the government's acquisition process.

He also discussed the uncertainties for the agency as Congress and the White House grappled with the 1991 budget.

"Why do people choose public service?" he asked.

The common thread among public servants, and particularly FAA employees, Del Balzo noted, is that they are "motivated not by prestige or power, but by challenge."

Del Balzo went on to say that public workers have an "intense desire to accomplish something ... to nurture an idea and ultimately develop it. They are not concerned with image but are concerned with accomplishment. They are not satisfied with what is, but strive continually for a higher level of performance."

Marty Pozesky, Associate Administrator for System Engineering and Development, and Bob Valone, Deputy Assistant Administrator for NAS Development, assisted Del Balzo in answering students' questions.

Positive feedback came out of the session, which was aimed at "attracting the best and brightest from universities to join the AXD ranks."

Building Update Elevator Mechanical Contractor Replaced

Headquarters elevators have a new contract mechanic after complaints of poor service were heeded by the General Services Administration.

According to the Headquarters Building Management Division, ALG-500, Headquarters was not getting appropriate maintenance or proper response to calls for emergency service from the elevator contractor.

Calls from FAAers to the PRIDE line, x77433, helped the building's management team collect enough data and document enough problems to make the lack of service apparent to GSA.

While building management says replacing the elevator contractor was a "severe step," it was warranted because of the lack of appropriate service.

Repairing and maintaining the building's elevators, they say, remains a "high priority."

As with all building problems reported to the PRIDE line, the reports are assessed and acted on individually.

Coalition Membership Up

During the past year, membership in the Headquarters chapter of the National Black Coalition of Federal Aviation Employees (NBCFAE) has soared to 90. That includes 86 active members and four associate members.

A year ago, the Headquarters chapter had 27 members.

Marcia Adams, newly elected national public affairs officer of the group, attributed the increase to "strong leadership and dedicated members who have worked tirelessly at recruiting new members and sharing the goals of the organization with others."

She added, "We've also had tremendous support from FAA's upper management."

The next coalition meetings are on Tuesdays, November 6 and December 4, from 12 noon to 1 p.m. in room 5AB.

People

Good sports. Although another football season has begun, that was not the only sport getting attention last month. At the mid-September Sports/Recreation Awards ceremony, Deputy Secretary of Transportation Elaine Chao presented trophies and other awards to department employees for their accomplishments in tennis, bowling, softball, running, golf and door decorating events.

These current and former FAAers were cited for their participation.

1989 DOT/ERA 2-Mile Fun Run
Tamara Barco, Theresa Greco
and Marlene Lwach

1990 DOT/ERA 2-Mile Fun Run
Mike Hoover

**1989 and 1990 DOT Express
Softball Team**
Chuck Dennis and Dennis McEachen

1988 Door Decorating Contest
Pat Buckler, Penny Ronnie
and Margaret Volk

1989 Door Decorating Contest
Pat Buckler, Mary McCain,
Tamara Marshall, Jackie Thompson

**1989-90 DOT Mixed
Bowling League**
Chuck Dennis, president

**1987 DOT Tennis Council
'B' Team**
Allan Horowitz and Bill Miller

1989 Annual DOT Tennis Tournament
Nancy Watson, runner-up in women's
singles and mixed doubles

1989 Intermediate Tennis Tournament
Dick Bair, semifinalist

1989 DOT Tennis Council 'C' Team
Jim Brown and Nancy Watson

**1989 DOT Tennis League
Division Winner - FAA (West Division)**
Nancy Watson, captain
Dick Bair, Jim Brown, Fred Gilmore,
Bob Knosalla, Bill Pollard,
Bruce Putnam and Frank Spaulding

1990 DOT Tennis Council 'B' Team
Jim Brown and Akira Kondo

1990 DOT Tennis Council 'C' Team
Dick Bair, Carolyn Boosey, Jim Brown,
Elli Klein, Ed VanDuyne
and Nancy Watson



Pat Buckler, AND-1, left photo, receives holiday door decorating award from Deputy DOT Secretary Elaine Chao.



Mike Hoover, ATM-100, right photo, was the FAA's top contender in the two-mile fun run. He took third place.

Members of FAA's winning tennis team receive congratulations from Deputy DOT Secretary Elaine Chao: Dick Bair, AOV-100; Bob Knosalla, ASE; and Nancy Watson, APR-300.



The awards were sponsored by the DOT Employees Recreation Association.



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

A Vision of the Future

Strategic Plan: Mapping the FAA of the 21st Century and Beyond

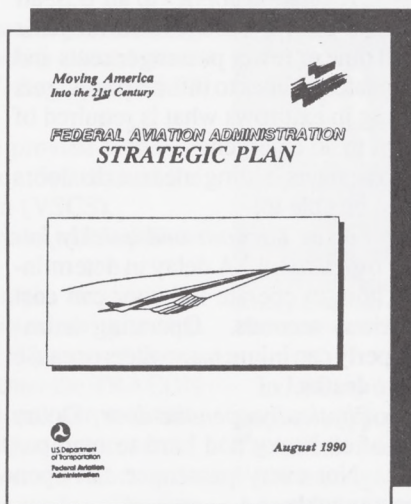
The FAA has a new strategic plan for the future.

It envisions a dynamic agency with a culturally diverse workforce and management team.

The two-year effort to come up with a blueprint for the agency complements the National Transportation Policy.

"This strategic plan represents the framework, visions, policies and strategies which we have identified to guide the FAA into the 1990s and into the 21st century," FAA Administrator James Busey said.

The FAA faces tough challenges in the decades ahead -- a projected surge in both domestic and international aviation and more congested airports.



This 44-page booklet charts FAA's goals.

Scientists envision aviation technology that could lead to new supersonic and hypersonic aircraft.

Domestic airline passenger demand alone increased 65% in the decade since deregulation began in 1979.

Yet, projections say that domestic

More women, minorities and cultural diversity are envisioned in the FAA of the future. Find out more on page 5.

passenger demand may double by the year 2010 -- from today's level to over one billion enplanements a year.

Some 33 major airports may experience more than 20,000 hours of annual delays each by 1997.

turn to 21st Century on page 4

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New folder?
+

Highlights

Hispanic Heritage. FAA Headquarters lobby took on a festive air during the recent National Hispanic Heritage Month.

Check out the photos on page 8.

Walk-a-Thon. This year's Combined Federal Campaign activities include a 3-mile walk-a-thon around Haines Point. Turn to page 7 for details.

A Half Century. William P. "Bill" Bonelli sports a 50-year pin with four diamonds, a reminder of completing a half-century of federal government service including working for the FAA since the 1960s.

Bonelli, an airspace system inspection pilot with the Aviation Standards turn to Highlights on page 2

Enterprising Minorities

Cynthia Brown Tapped for Minority Business Honor, Agency Awards Largest Minority Contract

Cynthia Brown has been honored for her top performance in increasing FAA's use of minority businesses and contractors.

Brown, who heads up Northwest Mountain Region's Acquisition Management Branch, was one of several DOT workers lauded for their minority business efforts at a Washington, DC, ceremony.

turn to Minority Businesses on page 3



Cynthia Brown receives award from Associate Administrator Brooks Goldman.

Photo by Lance Strozier

Brown received the Outstanding Minority Business Enterprise Award from the DOT.

Highlights *from page 1*

National Field Office in Oklahoma City, received the pin at a recent reception hosted by coworkers in the Flight Procedures and Inspection Division.

In addition to the pin, Bonelli was praised in letters from President Bush,



Bill Bonelli

24
FAA Administrator James Busey and Members of Congress.

A survivor of Pearl Harbor and a World War II bomber pilot who retired from the Air Force in 1960,

Bonelli has been an inspection pilot for most of his FAA career.

He has also served as an FAA Academy instructor, teaching flight inspection and instrument procedures.

He is qualified as a helicopter pilot and a pilot of more than 20 different fixed-wing aircraft.

Boosting Security. The FAA is assigning 27 more security specialists to locations in Europe and the Middle East to monitor compliance with security requirements overseas.

The additional security FAAers are also working with foreign aviation authorities to speed up implementation of U.S. security requirements.

More aviation security personnel will be placed in the Pacific area and Latin America.

FAA Administrator James Busey recently told a Congressional committee about the beefed up international security force.

He told members of the Senate Committee on Commerce, Science and Transportation on October 4 that the FAA is working quickly to improve aviation security.

The FAA chief said the recommendations of the President's Commission on Aviation Security and Terrorism, released earlier this year, are a "significant contribution to our ongoing efforts to enhance the security of the traveling public."

Since the report was issued, Busey said, action is already being taken on

two-thirds of the recommendations.

"We have acted promptly to make key changes in security practices," Busey said. "To my knowledge this swift and substantive response of the Executive Branch to a report by a Presidential commission is unprecedented."

Quick Exit. A controversial rule requiring airlines to restrict seats in exit rows only to people able to activate emergency exits and perform other emergency functions to ensure the fastest possible evacuation went into effect on October 5.

The regulation applies to all U.S. air carriers except unscheduled air taxis with nine or fewer passenger seats and mandates airlines to inform passengers sitting in exit rows what is required of them in an emergency.

Passengers sitting near exit doors must be able to:

→ **Locate the door and quickly follow instructions.** A delay in determining how to operate the door can cost precious seconds. Operating it improperly can injure passengers or cause 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-signalled instructions from flight attendants as well as being able to tell when opening an exit would be too dangerous - because of fire adjacent to the wing, for example.

→ **Get around obstacles.** Proceed quickly though the open exit, not cause a traffic jam at the door and perhaps assist other passengers in getting away from a burning aircraft.

→ **Devote full attention to the emergency.** A passenger who is caring for small children, for example, may be unable to help.

Earlier this year, FAA Administrator James Busey said, "the issues raised by this rule are both difficult and controversial because they require, in the interest of safety of all passengers, that some passengers be treated differently than others, depending on their physical abilities." (1991)

On the Air. Administrator James Busey took to the airwaves three times during the federal budget crisis to tell FAAers how the agency would be affected by massive money cuts.

Keeping a promise, Busey brought FAAers up to speed on budget developments.

He spoke to employees nationwide via FAA's satellite network. He emphasized that the uncertainty about the 1991 budget created a hardship for all workers.

The possibility of furloughing FAAers by forcing them to take off one day a week - without pay - was averted several times.

As *Intercom* went to press, the latest budget "blueprint" was accompanied by a stop-gap spending bill to keep the federal government running through October 19.

Without a budget pact, the FAA would face a \$2.5 billion cut in funds.

As the October 1 budget deadline approached, FAA number crunchers kept devising and revising budget estimates and coming up with contingency plans to keep the agency running if the massive cuts hit.

Busey said he knew how "wasteful" it was "to have to divert so many of you into furlough planning."

A budget agreement, he told FAAers during a September 28 satellite broadcast, would allow employees "to get on with the job we do best - running the FAA."

Besides volumes of paperwork involved in sending furlough notices to all employees, budget analysts were continually updating funding projections and costs.

Air Traffic was busy devising and

Headquarters

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(202) 267-8521

Minority Businesses *from page 1*

Two minority-owned enterprises, Research Management Consultants, Inc. (RMCI), and Diversified International Sciences Corporation (DISC), were also singled out for their business relations with the FAA.

At the October 5 ceremony in the FAA Headquarters auditorium, sponsored by DOT's Office of Small and Disadvantaged Business Utilization, Brown received a plaque from Brooks Goldman, Associate Administrator for Administration.

Because of the employees Brown exemplifies, Goldman said, "the FAA has been a leader in the inclusion of small and disadvantaged businesses into the procurement process here at FAA."

Goldman said Brown was instrumental in increasing Northwest Mountain Region's minority-owned business goals from \$1 million in the 1989 fiscal year to \$8.8 million in the 1990 fiscal year.

Some of the minority contractors provide technical support for the Advanced Automation System and the Voice Switching and Control System (VSCS).

AAS is the multibillion-dollar program to revolutionize air traffic control.

Last month, the Northwest Mountain Region also awarded FAA's first local competitive minority-owned business set-a-side to a Denver minority-owned firm.

The \$11.5 million contract to construct the TRACON building at the new Denver International Airport is the FAA's largest minority-owned construction contract.

California and Maryland firms also received awards.

➔ *Research Management Consultants, Inc.* The firm won the Administrator's Women-Owned Business Enterprise Award. The award was accepted by its president, Raydean Acevedo.

Acevedo's firm, a diversified scientific and engineering services company incorporated in California in 1987, performs architectural and engineering services for the Western-Pacific Region.

Under a separate contract, RMCI provides asbestos abatement, planning and analyses to the region.

RMCI is performing a requirements analysis to de-

velop specifications for modeling and optimizing aircraft traffic patterns in the United States.

The company is also providing training support at FAA Headquarters and Oklahoma City's Aeronautical Center.

➔ *Diversified International Sciences Corporation.* A high-technology firm specializing in systems and software support, it was founded in 1983 by former FAAer George W. Hill.

The company won the Administrator's Minority Business Enterprise Award.

DISC employs about 182 people in 18 locations.



Brooks Goldman congratulates minority businesswoman Raydean Acevedo.

Photo by Lance Strozler

Because of its air traffic expertise, DISC supports the FAA as a prime contractor and subcontractor.

In May 1986, DISC won a competitive contract from IBM to provide software engineering support to 13 Air Route Traffic Control Centers and the Atlantic City Technical Center.

In January of this year, TRW awarded DISC a subcontract to support them on the System Engineering and Technical Assistance (SETA) project. SETA helps FAA manage and solve technical problems with the Advanced Automation System and other automation programs.

A month later, DISC won a minority-owned contract to support FAA's Engineering Field Office NASA Langley research and development programs.

This August, DISC was selected as a minority-owned contractor to supply technical services for the Off-Shore Data Processing System (OFDPS). DISC will provide engineering, testing and technical services to the Technical Center and Honolulu Air Route Traffic Control Center to commission and support the program.

revising contingency plans that would have cut flights at busy airports nationwide.

The final plan envisioned takeoff and landing cutbacks at 36 airports to cope with losing part of the controller workforce to furloughs while maintaining aviation safety.

Even with a budget agreement, FAA still faces a tight 1991.

"In the long term, we can expect our fiscal year 1991 funding will be re-

duced and that will have a lasting impact on how we do business," Busey said.

New AOPA Chief. Phil Boyer, a long-time broadcasting executive and general aviation pilot, becomes president of the Aircraft Owners and Pilots Association (AOPA) on January 1.

He replaces John L. Baker.

Boyer, 49, is currently senior vice president of development for Capital Cities/ABC Video Enterprises, Inc.

He is a private pilot and aircraft owner who has accumulated 3,000 hours of flight time during his more than 23 years of flying.

Boyer's broadcasting career began early. When he was 12, he built a radio station in his parents' basement.

In the late 1960s and early 1970s, Boyer reported traffic and flew TV news crews in northern California. He was also program director and station manager at Sacramento's KCRA-TV.

21st Century: FAA Maps Out Goals for the Future *from page 1*

Here are highlights of FAA's strategic plan:

Aviation Safety and Security

A safe, secure aviation system is the FAA's number one priority.

FAA aims to meet that goal by maintaining the highest possible level of aviation safety and security consistent with human factors, technology and economic constraints. It also aims to provide leadership that anticipates and solves potential safety problems.

The agency will adopt the following strategies:

→ Ensure that regulatory standards are consistent and current with technological advances and the changing aviation environment.

→ Ensure appropriate and timely state-of-the-art training, certification and competency in aviation safety- and security-related occupations.

→ Improve agency and industry measurement of and accountability for safety performance.

→ Improve the quality of aviation safety data supporting safety research.

→ Improve weather detection and dissemination systems.

→ Improve cabin safety to reduce injuries and increase post-crash survivability.

→ Assure continued airworthiness of the existing aviation fleet, as well as improve the airworthiness of new aircraft.

→ Ensure that demand does not compromise the aviation system's safety.

→ Minimize the exposure of civil aviation to terrorism and other criminal acts through training, technological advances, industry accountability and international cooperation.

→ Pursue vigorously an aviation system workforce free of substance abuse.

→ Support U.S. drug interdiction efforts.

Environment

The FAA aims to provide strong leadership in reducing the adverse environmental impact of aviation on the public consistent with sound en-

'This strategic plan represents the framework, visions, policies and strategies which we have identified to guide the FAA into the 1990s and into the 21st century.'

James Busey
FAA Administrator

ergy planning and an effective national aviation system.

The agency will adopt the following strategies:

→ Lead development of a cooperative effort that balances the reduction of aircraft noise with adequate airport capacity.

→ Manage FAA activities to minimize adverse environmental consequences and comply with all federal laws.

→ Develop sound aviation energy plans and policy.

→ Stimulate private industry and government-sponsored research to reduce noise, emissions and energy consumption by the aviation sector.

Capacity and Access

The FAA will vigorously optimize the airspace and airport systems within the context of the overall transportation system.

The agency will adopt the following strategies:

→ Implement effective capital investment programs for expanding airspace and airport capacity to accommodate growth and provide flexibility for future innovation.

→ Preserve and enhance the capacity of and access to existing airspace and airports, using effective management techniques and advanced technology.

→ Encourage more efficient use of capacity through such measures as off-peak travel, reliever airports and cooperative FAA/industry use of demand management.

→ Influence, coordinate and provide leadership in development of an integrated transportation system.

→ Provide leadership to coordinate airport system development among federal, state and local governments.

Human Factors

The FAA's policy is to make sure that the role of the human in both present and future aviation systems is recognized.

The agency will adopt the following strategies:

→ Develop and apply a better understanding of human capabilities, performance and the causes of human error in the aviation system and means to reduce it.

→ Ensure that automation and the application of technology to aviation takes full account of the human element in the system.

Internationalization

The FAA's policy goal is to provide leadership in achieving international standardization in aviation through common procedures, standards and practices; airport design and development; design, manufacture and operation of aircraft and avionics; security; and air traffic control.

The agency will adopt the following strategies:

→ Encourage multinational research and development efforts and form partnerships in technology demonstration.

→ Support the International Civil Aviation Organization (ICAO) in achieving international standardization.

→ Ensure agency involvement in international aviation affairs in a spirit of harmony and cooperation.

→ Monitor and support aviation security training activities of the Department of State to ensure that U.S. standards, as a minimum, are applied in that training.

21st Century Aviation System

The FAA's policy is to provide strong leadership to define, design, develop and achieve international acceptance

of a global air transportation system for the next century.

The agency will adopt the following strategies:

→ Institute an agencywide, consultative strategic management process for planning future aviation systems.

→ Set up a research, engineering and development program that will support design, development and implementation of the aviation system for the next century.

→ Recast the current National Airspace System (NAS) Plan into a new document providing the format necessary for flexibility in cataloging short- and long-term needs of the air transportation system.

Time To Assess Health Plans

Average Premiums

Increase 5.7% for 1991

Federal Employees Health Benefits (FEHB) open season runs from *Tuesday, November 13*, through *Monday, December 10*.

During this time, eligible federal employees can enroll in the FEHB program in which more than 300 health plans participate.

Also, enrolled employees can change their enrollment from one plan or option to another, change "self only" and "self and family" selections or make a combination of changes. Open season changes will become effective the first day of the first full pay period in January.

No action is necessary to continue a current enrollment.

The number of Health Maintenance Organization (HMO) plans remain about the same in the FEHB program for 1991, but five fee-for-service plans, now servicing about 45,000 employees and retirees, are leaving the program. Not participating in 1991 are:

→ *American Federation of Government Employees.*

→ *National Association of Government Employees.*

→ *National Federation of Federal Employees.*

turn to Health on page 6

Optimizing Human Resources

Strategic Plan Goal: Gender and Cultural Diversity To Spur Creativity, Innovation at FAA

The FAA of the 21st century and beyond will be a different agency – one with a greater mix of employees.

It will have more women and more



workers from diverse cultural backgrounds.

That's one of the goals mapped out in FAA's strategic plan.

To achieve its mission, the plan says, the FAA must optimize its human resources by recognizing that women and minorities now constitute most of the new entrants into the nation's labor pool.

The agency, the plan emphasizes, must infuse its workforce with increasing "gender and cultural diversity" to benefit from a variety in creativity, innovation and leadership.

The agency must have an appropriate mix of contractors and federal employees, boost productivity and move ahead with Total Quality Management (TQM).

It must foster a culture that emphasizes equal opportunity, individual achievement and satisfaction of people's needs.

Here are the strategies the FAA plans to use for effectively managing its human, financial, materiel and information resources:

→ **People.** Recruit and train quality individuals, including increasing numbers of women and minorities.

Provide a positive environment that enables them to work and con-

tribute at their full potential.

Equal opportunity to develop and contribute and personal responsibility for the quality of their work are the foundations of FAA's human resource management philosophy.

→ **Culture.** Work toward building an FAA culture that nurtures individual achievement as well as the agency's objectives.

→ **Productivity.** Provide management systems that emphasize and achieve maximum productivity and quality in organizational and system performance.

→ **Financial resources.** Develop and implement budgets that reflect the federal government's and FAA's need for fiscal restraint and economy. Invest resources in ways consistent with priorities.

→ **Materiel.** Streamline FAA's acquisition process to provide timely, economical, high-quality goods and services to meet agency needs.

→ **Information.** Provide the public, Congress and executive agencies with information on FAA programs that is responsive, credible, professional, timely and candid.

FAA's strategic plan complements the broader National Transportation Policy.

The next step is to put together action plans to help the agency meet its long-term goals.

FAA's plan has been developed by the Office of the Assistant Administrator for Policy, Planning and International Aviation.



Health *from page 5*

- *Postal Supervisors.*
- *Government Employees Beneficial Association.*

All employees will receive the *1991 Enrollment Information Guide and Plan Comparison Chart*, which gives the major features of each participating health plan and its biweekly and monthly premium rates.

The average increase in premiums for 1991 was 5.7%, the smallest increase for health benefits premiums since 1987. Last year's average increase was 13.3%.

To reduce costs, the Office of Per-

At Headquarters, Ida Mack, x73881, or Barbara Claytor, x73873, AHR-140, can be contacted for further information on the FEHB program.

On Wednesday, November 14, Headquarters FAAers can talk with representatives from most of the participating plans at a health fair to be held from 9 a.m. to 4 p.m. in conference room 5ABC.

sonnel Management has directed that participating plans require precertification for all nonemergency hospital visits; the plan must also include provisions for management of large cases.

In its recommendations to Congress this year, OPM called for major structural changes in the FEHB program. Next year OPM will submit a proposal for Congressional approval that will specify ways to control spiraling cost increases and provide the best coverage to federal employees and retirees at the lowest price.

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.

Wednesday Deadline. *Intercom* is published weekly.

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

Extra Copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

Thrift Savings Plan Open Season CSRS Employees Now Have Choice of Funds

The Thrift Savings Plan Open Season begins *Wednesday, November 15*, and continues through *Thursday, January 31*.

Both Federal Employee Retirement System (FERS) and Civil Service Retirement System (CSRS) employees can participate. Employees hired from January 1, 1990, to June 30, 1990, will be eligible to participate in the plan during this open season.

Rehired FERS or CSRS employees who were previously eligible to participate may begin to contribute to the plan in the last calendar month of the first open season after employment. Rehired employees without previous eligibility are ineligible to participate until the second open season after their date of rehire.

FERS employees can contribute up to 10% of their salary with a government match of the first 5% including the agency's 1% automatic contribution.

CSRS employees can contribute up to 5% of their salary with no government match.

There are three investment funds (G/Government Securities Investment Fund, C/Common Stock Index Investment Fund and F/Fixed Income Index Investment Fund) in which both FERS and CSRS employees can participate starting January 1 - a significant change from other years when CSRS employees could participate only in the C Fund.

For Headquarters FAAers, the TSP-1 ("TSP Election Form") will be available in room 514 starting Wednesday, November 15. It can be returned starting that day until January 31.

Forms received before January 13 will be effective on that date. All other elections will be effective on the first full pay period after receipt in the Employee Relations and Career Development Branch, AHR-140, room 514.

For answers to questions on the TSP, Headquarters employees should call Ida Mack, x73881, or Barbara Claytor, x73873.

Relocation Service Relocates

The Headquarters relocation service has a new home and a new coordinator.

The service, which helps FAAers who are moving from other geographic locations, was recently transferred from the Office of Human Resource Management to the Office of Accounting, in the Travel and Relocation Systems Division, AAA-300.

Marion Isaac, FTS 267-7062, has

been selected as the relocation specialist and is available to help employees relocating to Headquarters.

Right Number?

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



1 Up, 2 Down. Signs in 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.

Healthbeat

Free flu shots. The FAA Health Clinic is again offering free flu shots.

Shots will be given from 9 to 11 a.m. and 2 to 3:30 p.m. in room 327 on the following *Wednesdays*: *October 24 and October 31.*

Flightplan

Ski club. The Pentagon Ski Club, open to all federal workers in the Washington area, holds its next meetings at 7 p.m. on *Tuesday, November 20, and Tuesday, December 11,* at the Cameron Station Officers' Club, Alexandria.

Prospective members who want an information package or need directions to Cameron Station, should call (301) 587-2073.

Women's meetings. The Federal Women's Program Committee (FWPC) holds its monthly meetings at 11 a.m. in the Civil Rights conference room on the following *Wednesdays*: *November 7 and December 5.*

A day-long planning meeting is scheduled for *Wednesday, November 14,* in the Nassif building's room 6436. This year's Open House will be on *Friday, December 7,* in conference room 5ABC, from 2 to 3 p.m.

Officers for 1990 are;

→ *Loretta McNeir*, president.
→ *Deena Collier*, vice president.
→ *Roxanne Jackson*, secretary.
→ *Doretha Robinson*, treasurer.
→ *Naomi Bryant and Sam Hart*, board members.

→ *Lynda Griffin and Laura Waters*, alternate board members.

TSP briefing. On *Friday, November 9,* Penny Moran of the Thrift Investment Board will brief Headquarters employees on the Thrift Savings Plan.

There is space for 100 employees at the briefing.

Contact *Ida Mack*, Employee Relations and Career Development Branch, AHR-140, at x73881, if you would like to attend the program.

Wednesday deadline. *Intercom* is published weekly.

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

CFC Kicks off in November

FAA Plans 3-Mile Walk-a-Thon around Haines Point

This year's DOT Combined Federal Campaign (CFC) kicks off on *Thursday, November 1,* in the courtyard of the Nassif Building.

The event runs from 11 a.m. to 1 p.m. All FAAers are invited to attend.

The next day, *Friday, November 2,* the FAA kicks off its CFC effort with a walk-a-thon around Haines Point beginning at 10 a.m.

During the month of November, FAA's Combined Federal Campaign committee has planned several activities to raise money for the 100-plus CFC charities and remind employees of other people in need.

CFC keyworkers will provide FAAers with more information on these events and explain how easy it is to contribute through the payroll deduction plan.

The campaign, which runs through *Friday, November 30,* has this slogan: "Because You Care ... Help Is There."

Here is a list of CFC events:

CFC Activities

DOT Combined Federal Campaign Kickoff

Thursday, November 1, 11 a.m. - 1 p.m.
Nassif Courtyard

FAA Combined Federal Campaign Kickoff

3-mile Walk-a-Thon
Friday, November 2, 10 a.m.
Haines Point
Contact: *Pike Reynolds, 646-4957*

CFC Donut Sale

Friday, November 9
Headquarters Lobby
CFC keyworkers will take donut orders during the week.
The goodies will be delivered on Friday morning.
Contact: *Jody Miller, x78321*

Pancake Breakfast

Tuesday, November 13, 7 - 9 a.m.
FAA Cafeteria
Benefit: *Children's Hospital* Contact: *Karen Miller, x77090*

CFC Donut Sale

Friday, November 16
Headquarters Lobby
CFC keyworkers will take donut orders during the week.
The goodies will be delivered on Friday morning.
Contact: *Jody Miller, x78321*

CFC Donut Sale

Friday, November 23
Headquarters Lobby
CFC keyworkers will take donut orders during the week.
The goodies will be delivered on Friday morning.
Contact: *Jody Miller, x78321*

CFC "Follie" Fashion Show

Friday, November 30, 1 - 3:30 p.m.
FAA Auditorium
Benefit: *Arthritis Foundation* Contact: *Jerry Ard, x78381*

AXD Update

Selecting Award Winners for November 6 Event

Nominations are in, and selections are underway for the first System Development (AXD) organization awards ceremony.

Winners will be announced at a November 6 ceremony in the Headquarters auditorium.

Patterned after the Technical Center's program, which has highlighted the outstanding contributions of FAAers in Atlantic City for 13 years, the AXD awards program is based on peer nomination.

A total of 56 nominees were received for the 15 award categories.

The awards selection committee -- with members from the offices of the Associate Administrator for System Engineering and Development and the Associate Administrator for NAS Development and the FAA Technical Center -- are busy tallying up scores.

Building Update

Lower-Level Escalator Repairs at Halfway Point

There's some good news about the building's escalators, reports the Headquarters Building Management Division, ALG-500. Repairs on the lower-level escalators have now reached the halfway point.

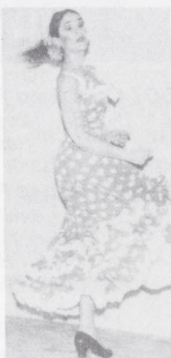
Work is also progressing on the upper-level escalators -- those connecting floors one and two.

One pair of moving stairs connecting the building's lobby to both the A-level and B-level garages is in working order, ready to start carrying FOB-10A's occupants as soon as the remaining lower-level pair is fixed.

However, the newly repaired part of the lower-level escalators can't start running just yet. According to a safety regulation, an entire escalator system sharing the same gearbox -- as does the lower-level escalator system -- has to work before any part of it can be put into operation.



Sampling Hispanic Heritage



Headquarters FAAers were treated to displays and samples of typical Hispanic music, dance and foods one Friday afternoon in late September.

Sponsored by the Office of Civil Rights and the Headquarters Hispanic Committee, the program drew an enthusiastic



audience to the building's lobby.

The committee members' hard work paid off. As these candid photos show, visitors to the exhibits -- from tots to those who have celebrated a few more birthdays -- enjoyed themselves while learning more about Hispanic culture and contributions.

The festivities were part of this year's celebration of National Hispanic Heritage Month.



Photos by Dennis Hughes





U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Highlights

EEO Nominations. Nominations for the 14th Annual Administrator's Awards for Excellence in Equal Employment Opportunity are due November 23. More on page 4.

Women Pilots. A new scholarship program aims to attract women to aviation careers. Find out more on page 5.

A Long Way. Women have a long way to go in aviation. Take a look at some interesting statistics on page 4.

More Accidents. Pilots over age 60 have accidents twice as often as pilots in their 50s, according to a Congressional report. Turn to page 3.

OATS Logo. The Office Automation Technology and Services (OATS) contract with AT&T for office computers, software and support services, sports a spiffy logo.

Twenty DOT employees entered the OATS logo contest, including nine FAAers.

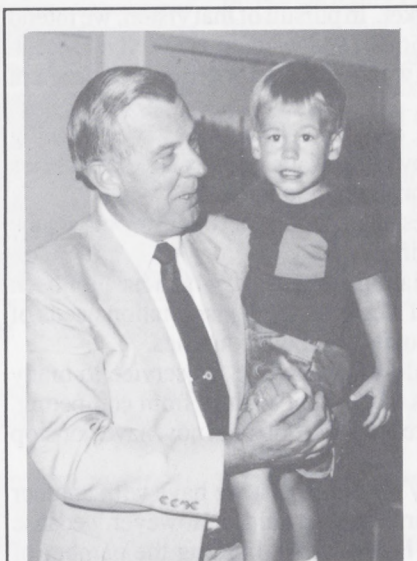
Here's the winner. It was designed by Kent Nelson of the Nevada Division, Federal Highway Administration.



Airborne Glasnost. A badly burned 8-year-old Soviet boy has transpacific *glasnost* to thank for getting medical care in the United States.

In late September, the Alaskan Region Flight Standards Service was asked to provide guidance on a request by an

turn to Highlights on page 2



Future Pilot?

FAA Administrator James Busey gives a youngster a lift at the Launching Pad, the Aeronautical Center's new child care center. The agency chief took time to visit employees' children while he was in Oklahoma City in mid-September to address a Cosmic Radiation Symposium. Busey also checked out construction progress on the nearly completed phase 1 of the General Thomas P. Stafford air traffic training center.

Out in Front 21 b. Aviation Safety Organization Achieving EEO Goals

FAA's two-year-old safety organization tops the agency's average in the number of women and minorities on its staff.

The Headquarters office, under the Assistant Administrator for Aviation Safety (ASF), built a technical and analytic staff from the ground up beginning in 1988.

ASF was set up to provide an independent voice to the FAA Administrator on aviation safety.

By the end of this August, almost half, 48.5%, of its full-time permanent staff was female or minority.

Some 38% of ASF employees are women. That's way above the agency's average of 21.6% women workers.

Minority ASF workers represent 27% of its staff. That's also far ahead of the agencywide average of 14.9% minority employees.

turn to EEO on page 7

Outstanding Performers

Aircraft Certification Chief Wins Transportation Award

Craig Beard, who heads up the agency's Aircraft Certification Service, has won an aviation award for his "unique and outstanding" contributions to air transportation.

Beard was honored this month by

SAE International, the Society of Automotive Engineers.

He received the Franklin W. Kolk Air Transportation Progress Award from the SAE Aerospace Council.

turn to Beard on page 6

Inspectors Receive Honors for Boosting Safety

Two FAA safety inspectors have been honored by the Experimental Aircraft Association (EAA) and the Air Safety Foundation of the Aircraft Owners and Pilots Association (AOPA) for their outstanding contributions to safety.

→ Bill O'Brien, manager of the Flight Standards Service airworthiness programs in AFS-20, received the EAA President's Award for developing Advisory Circular 90-89, "Amateur

turn to Inspectors on page 6

Friendlier Skies for North America

United States, Canada Envision Expanded Air Service

The United States and Canada have agreed to begin negotiations to create an open aviation market that would dramatically expand air services between the two countries.

DOT Secretary Sam Skinner and Canadian Transport Minister Doug Lewis announced a plan on October 3 to seek a new "open skies" aviation agreement.

Negotiations aimed at creating a new agreement are scheduled to begin early next year.

In a joint statement, Skinner and Lewis said they "share a common vision of a liberalized North American aviation market. In pursuit of that vision, we intend to take a bold approach in these negotiations. We want an aviation market in which the flow of goods and passengers would be unimpeded by government economic regulation."

Skinner said, "Deregulation of the U.S. domestic airline industry is working well. Now we must find ways to tear down the walls that prevent open skies around the world, to deregulate international aviation markets."

The two countries seek to permit all types of air service between any city in the two countries by all U.S. and Canadian airlines.

Skinner and Lewis said the existing aviation agreement, which has not been changed substantially since 1974, is out of step with the transportation needs of travelers, shippers, businesses and communities in both countries.

Skinner said the existing arrangement does not provide for service to many cities that need it and includes restrictions that inhibit airlines from competing. For example, only 35 U.S. cities out of more than 100 hubs can now have nonstop service to Canadian destinations.

"The U.S.-Canada aviation market is by far the largest we have with another country, with 13 million passengers a year," Skinner said. "However, because the current U.S.-Canada aviation regime is restrictive, limiting the number of carriers and flights, market growth has been sluggish in recent years. This clearly calls for an innovative approach to let free market forces come into play and seek an open aviation market in North America."

Noting that the United States has a new economic free trade zone with Canada, Skinner said that an updated air agreement would be an important step in building this new relationship.

The National Transportation Policy calls for improved access to international markets for U.S. carriers, U.S. companies and U.S. communities. The U.S.-Canada air negotiations will respond directly to those policy objectives.

A liberal open skies agreement would generate substantially more service to many cities for air passengers and billions of dollars in economic benefits for U.S. airlines and U.S. cities. Some estimates indicate such a regime could generate two million additional passengers a year.

Skinner said Charles Angevine, Deputy Assistant Secretary for Transportation Affairs, U.S. Department of State, will serve as chairman of the U.S. delegation.

Highlights *from page 1*

emergency airlift company to operate a Lear jet on a medical flight between the United States and the eastern Soviet Union.

The child needed to be flown to the Shriners Burn Institute in Galveston, TX, from Magadan, Siberia, as soon as possible.

The boy and his mother were picked

up and flown to Galveston with stops in Anchorage and Salt Lake City.

Flight Standards coordinated the emergency flight with the Office of International Aviation to make sure proper clearances were issued by the State Department and air traffic control.

Arrangements were made to have a Russian navigator onboard along with proper charts and weather information.

Flight Standards gave the September 26-27 flight a verbal authorization since time was critical.

Although this was a one-time authorization, the State Department and Soviet Embassy are working on a plan to allow routine air ambulance trips into the Soviet Union.

Youth Academy Expands. The Aviation Career Education "ACE" Academy for youth expands to 10 locations across the country next year.

The national program is designed to provide high school students with a rigorous, highly structured two-week resident summer program.

Three aviation-related career options will be offered at each location.

They include: preparation for the FAA private pilot ground school exam, preparation for the FCC novice/technician license exam and an introductory course in air traffic control.

The Civil Air Patrol and other organizations have been invited to join the FAA as co-sponsors.

Fighting Noise. A grant amendment totaling \$9.3 million was recently issued to Massport for residential soundproofing. This brings the total Airport Improvement Program funds to soundproof homes and schools around Boston's Logan International Airport to approximately \$36 million.

Cosmic Radiation. Oklahoma City's Aeronautical Center recently hosted a Cosmic Radiation Symposium. It attracted 100 participants from the FAA, other government agencies, private industry and the international community, including the German government.

Wallace Friedberg, FAA Civil Aeromedical Institute's cosmic radiologist, said more cosmic radiation studies are planned, including work on predicting solar flares.

Computer-generated estimates of data from airborne sensors will be used in the predictions.

Extra Copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

Pilots over age 60 have accidents twice as often as pilots in their 50s.

That's one finding in a recently released aviation study by a Congressional research team.

The study was conducted by the Office of Technology Assessment, an agency of Congress.

Released without comment by the House Public Works and Transportation Committee, the report reaches no conclusion on whether to change an FAA regulation

Pilots over 60
More Accidents Than Pilots in their 50s, Congressional Report Says

requiring Part 121 pilots, who include those for major airlines, to retire at age 60.

However, most study findings bolster the FAA's position of retaining the age-60 rule unless there is strong evidence to abandon it.

"This study provides a useful and professional independent review of the state of our knowledge on the age-60 issue," said Tony Broderick, Associate Administrator for Regulation and Certification.

"Naturally, we are pleased that their findings are in agreement with our assessment of the situation," he added.

The agency's age-60 rule applies only to carriers that operate aircraft with more than 30 seats or cargo payloads of at least 7,500 pounds.

There is no mandatory retirement age for pilots in small commuter operations, air taxis, corporate operations or pleasure flying.

Here are the report's findings:

→ Pilots between 60 and 69 who are permitted to fly under FAA's strictest medical requirements (Class I and II medical certificates) have an accident rate twice as high as similar pilots who are in their 50s, but lower than that for pilots in the 30-to-39-year-old and 20-to-29-year-old age groups.

→ As pilots get older, the incidence of illness relevant to pilot performance rises.

Data from FAA's Civil Aeromedical Institute show that the rate at which airline pilots are denied medical certification rises with age.

The average annual denial rate for airline pilots is 4.3 per 1,000 active airline pilots, increasing from a rate of 1.0 per 1,000 in the 25-29 age interval to 16.2 per 1,000 in the 55-59 age interval.

→ Virtually all pilot-caused accidents stem from judgment, communication or decision-making deficiencies, rather than impairment or incapacitation caused by disease.

Sudden physical impairment has not been a factor in airline accidents. For this reason, more exacting medical examinations are unlikely to have a substantial effect on accident rates.

→ Government, industry and the medical profession do not currently have the ability to predict with certainty the development of medical conditions that could affect pilot performance.

In 1981, the Institute of Medicine specified a number of screening and detecting methods that could improve evaluation of pilot health conditions, although none of these is now required for FAA medical certification.

The Office of Technology Assessment has identified recently developed procedures and technologies for medical risk assessment that could enhance the protocol the Institute of Medicine suggested for examining older pilots.

However, even these procedures and technologies are not sufficient to ensure that current levels of pilot performance would be maintained if the age rule were abolished.

'This study provides a useful and professional independent review of the state of our knowledge on the age-60 issue... we are pleased that their findings are in agreement with our assessment of the situation.'

Tony Broderick
Associate Administrator for
Regulation and Certification

→ Using all the enhanced medical screening procedures and technologies for pilots between age 60 and 65 would more than triple the average annual cost for Class I medical exams, increasing them from about \$300 to \$1,000.

On average, approximately \$1,000 more in follow-up exams would be required for pilots who have abnormal screening results.

→ Improved neuropsychological measures of cognitive performance would need to be developed and validated before FAA could reliably ground only the "high risk" pilots who are over 60. These pilots cannot be identified at this time.

24. h.

21. b.

Female Firsts

Women Airline Pilots:

A Tough Climb to the Top

→ Helen Richey was the first female airline pilot. She was hired in 1934 by Capitol Airlines. After only nine months of employment, she was forced to resign because male pilots would not allow her to join their pilot union.

→ Emily Warner, hired by Frontier in January 1973, became the next female airline pilot. She left the airlines in the late 1980s to work for the FAA.

→ In 1982 Cheryl Peters and Denise Blankenship became the first two female jet aircraft captains in the United States.

→ Linda Pawles was the youngest freight captain in the United States at the age of 25. She now flies with American Airlines. Lori Griffith became the youngest passenger-carrying captain in 1987 at the age of 26.

→ The first female cockpit crew-member hired by a major airline was Bonnie Tiburzi in March 1973. She was hired by American Airlines. (Frontier, which hired Emily Warner, only reached regional airline status in revenue.) Tiburzi was also the first female in the United States to earn a flight engineer rating.

→ The first father/daughter airline pilots were Denise Blankenship with Piedmont Airlines and Clyde Blankenship with Eastern Airlines.

→ The only known sister airline pilots are Jan Ramos with Southern Air Transport and Vicki Ramos of Gulf Air.

→ Women who fly for the cargo and freight companies make up a large percentage of the total number of women airline pilots today. More than 300 women fly for such carriers as Federal Express, UPS, Emery, Airborne and Southern Air Transport.

→ Piedmont Airlines had more female captains than any airline in the industry. Of the 64 women who flew for the airline before its merger with USAir, 28 were captains.

This information was supplied by American Flyers.

EEO Nominations Due November 23 Outstanding FAAers To Be Honored in Early 1991

FAAers from across the country who have done an outstanding job of advancing the agency's Equal Employment Opportunity goals are eligible to be considered for Special Achievement Awards, FAA's highest honor.

To select the most deserving FAAers, nominations for top EEO performers should be submitted to the Headquarters Office of Civil Rights no later than Friday, November 23.

Nominations are for EEO activities and accomplishments from October 12, 1989, through September 30, 1990.

Employees are encouraged to provide sufficient information on EEO activities with specific attention directed to support for internal and external activities by recognizing contributions to:

- Federal Women's Program.
- Hispanic Employment Program.
- Disadvantaged Business Enterprises.
- Historically Black Colleges and Universities Program.
- Educational Excellence for Hispanic Americans.
- Recruitment and upward mobility activities.
- Promoting aviation careers among minorities and women.

Several FAAers will receive the Administrator's Award for Excellence in Equal Employment Opportunity during the 14th annual honors ceremony at FAA Headquarters in early 1991.

The award consists of a personal plaque inscribed with a citation, a DOT bronze medal with DOT ribbon and a rosette ribbon lapel pin.

For more information on the program and how to nominate an FAAer, contact Al Mendez, ACR-3, FTS 267-3262.

Women in Aviation

Female Aircraft Mechanics More than Triple in Decade

Here are some interesting statistics about women and aviation.

→ Women account for 6% of the active pilot certificates.

→ The number of women with commercial licenses rose 20% in the years 1981-89, yet females account for only 3% of working airline pilots.

→ There are 1,600 women airline pilots at carriers in the United States

and abroad. Approximately 275 of that number are captains.

→ Pilot starts by women have decreased by 32% in the past decade.

→ The number of women holding private pilot certificates decreased 21% during 1980-89.

→ The number of women in non-pilot aviation roles nearly doubled in the 1980s. In 1980 there were no female flight engineers while in 1989 there were 1,042.

→ The number of women aircraft mechanics more than tripled in the last decade.

→ The profile of the professional pilot is changing to accommodate women. For example, there is no longer a requirement that commercial pilots be 5'7" or taller.

→ America is suffering from a pilot shortage caused by mandatory retire-

**Airlines are expected
to hire between
52,000 and 62,000
new pilots
in this decade.**

ment of pilots who were trained during wartime, fewer pilots leaving the armed forces and an increased demand for business and pleasure travel.

→ The airlines are expected to hire between 52,000 and 62,000 new pilots in this decade.

→ Many pilot employers in the airline, corporate and general aviation segments are actively recruiting female and minority pilots at competitive salaries.

→ Women's salaries in General Aviation and commercial airlines are consistent with those of their male counterparts.

→ Piedmont Airlines had the first all-female jet crew on a U.S.-scheduled airline on July 10, 1982. Crewmembers were Cheryl Peters, captain, and Becky Rose, first officer. Piedmont was merged into USAir in 1989.

→ At no airline does the number of female airline pilots constitute as much as 5% of the total. Here is the number of women pilots employed by airlines as of January 1990:

United - 300
Northwest - 85
American - 140
Alaska - 20
USAir - 150
TWA - 30
Delta - 35
Pan Am - 20
Aloha - 5
Hawaiian - 20
Continental - 100
Southwest - 15
Trump - 5
America West - 25
Eastern - 50
Braniff - 20
Cargo carriers - 300
Foreign carriers - 200-plus

Compiled by Laurie Griffith, International Society of Women Airline Pilots.

1 Up, 2 Down

Signs in 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.

New Scholarships for Women Pilots FAA's Arlene Feldman Named to Selection Panel

To help women advance their training in aviation, American Flyers Flight School has established the Judith Resnik Memorial Scholarship to assist career-oriented women pilots. The scholarship fund is in memory of Judith Resnik, back-up command pilot astronaut aboard the space shuttle *Challenger*, which exploded January 28, 1986.



Women represent 6% of the more than 700,000 U.S. pilots with certificates.

American Flyers, a nationwide flight training company, has set up the scholarship with \$20,000 to be awarded annually in flight training. The company hopes to attract other contributors.

"With today's soaring demand for qualified pilots, it is vital that we assist women in getting access to training and career opportunities," said company chairman Donald D. Harrington. "We hope other aviation companies will step forward and build the fund. It will benefit us all."

Women today represent only 6% of America's certified pilots, and women starting pilot training have decreased by 32% in the past decade.

The distribution of awards will be determined by a committee of six women in the aviation field, including Arlene Feldman, head of FAA's New England Region since June 1988.

Feldman was the first woman to serve in the position of Regional Director at the agency. A pilot and an attorney, she is also the first Honorary Member of the Professional Women Controllers and a long-time member of the Ninety-Nines, the international organization of licensed women pilots.

Scholarships in the first year could range from \$1,000 to \$5,000 each. Scholarship criteria are designed to select career-oriented women who already have made a serious and successful effort at flight training.

Recipients, who must hold at least a private pilot's certificate and an instrument rating, can train at any of the 12 American Flyers locations. Applications for the scholarship are now being accepted, with November 15 being the deadline for the award to be given January 1.

Additional scholarships will be considered on a monthly basis, and the deadline each month is the 15th day of the preceding month.

"... a full training program to prepare an individual for an aviation career can cost \$25,000 to \$35,000," says Laura Mowrey, administrator of the scholarship.

"Many women are forced to discontinue their training due to finances, often costing thousands of dollars and years of postponing their careers.

"We have seen instances where a few thousand dollars at the right time can make the difference between a career pilot and a frustrated dropout," Mowrey stated concerning the awards.

For further information and scholarship application forms, contact:

Judith Resnik Memorial Scholarship
American Flyers, Van Nuys Airport
16461 Sherman Way, Suite 100
Van Nuys, CA 91406

or
Laura Mowrey, scholarship
administrator
(800) 233-0808

Beard Award *from page 1*

Kolk was known for many significant contributions to the design of commercial transport aircraft.

In honoring Beard, the engineering group praised his "strong leadership" both on the domestic and international levels.

Beard was lauded for his role in updating the Canadian Bilateral Airworthiness Agreement — a pact that better reflects the way today's industry operates and streamlines approvals.

Beard is also active in improving working relationships with other international airworthiness authorities.

He was instrumental in setting up the annual FAA/Joint Aviation Authorities meetings to discuss streamlining certification requirements and improving international cooperation.

Beard's international focus has helped U.S. industry enter into successful international ventures with assurances that the final products will be accepted internationally — having a positive impact on the U.S. balance of trade and product marketability.

Beard was additionally recognized for his work as head of the Aircraft Certification Service and its research, development and regulatory action on major safety programs.

He was also instrumental in setting up FAA's directorate system which resulted in improved standardization. He has formed a national managing board for aircraft certification, called the Aircraft Certification Management Team, that has further streamlined the aircraft certification regulatory program.

Before moving to Washington Headquarters in 1979 to become FAA's director of airworthiness, forerunner of the Aircraft Certification Service, Beard managed FAA's regional Aircraft Engineering Division in Hawthorne, CA.

That office was involved in the certification and continued airworthiness of the MD-80, DC-10 and L-1011 commercial airliners and the Air Force KC-10.

Recycle It. The white color of the *Intercom* allows it to be recycled.



Bill O'Brien, left, and Jim Szajkovichs, were congratulated by FAA Administrator James Busey, center, after receiving aviation safety awards during this year's Experimental Aircraft Association fly-in at Oshkosh.

Inspectors Win Safety Awards *from page 1*

Built Aircraft Flight Testing Handbook," and his active participation in sport aviation safety programs.

→ Jim Szajkovichs, an accident prevention specialist at the Milwaukee Flight Standards District Office, received the AOPA Flight Safety Foundation's President's Award in recognition of his many contributions and dedication to aviation safety and education.

Frequent Flyer Credits

A No-No for FAAers on Official Business

FAAers and other federal government workers on official business cannot take advantage of airline mileage or accommodation upgrade credits, says the Comptroller General.

Here are the rules:

→ **Airline mileage credits.** Air travel benefits such as "frequent flyer" tickets earned by employees on official travel are the property of the federal government and may not be used for personal travel. There are no exceptions to this rule.

Decisions of the Comptroller General have consistently held that airline promotional materials earned on official duty may not be used by any employee for personal purposes. Unfamiliarity with the scope of the rule is not an excuse.

→ **Accommodation upgrades.** The General Accounting Office has ruled that all such credits are government property and may not, under any circumstance, be used by employees for their personal travel.

Policy regarding the use of frequent traveler benefits for upgrades in airline accommodations while on official business is set by each agency within the regulations established by the

General Services Administration.

Within the FAA, only the Administrator or the Deputy Administrator may authorize government travel other than coach.

Unless DOT amends DOT Order 1500.6A, FAA employees may not use frequent flyer benefits for upgrades without the expressed approval of the Administrator or the Deputy Administrator.

The assistant chief counsel in the regions and centers or the Headquarters Office of the Chief Counsel can be contacted for further information.

Right Number?

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

EEO *continued from page 1*

ASF's women and minorities aren't at the bottom of the pay scale either. Some 25% are GM-15s; 44% are at or above GM/GS-13; and 66% percent are at or above the GS-12 level.

ASF has filled 69 of its authorized 71 positions.

Once onboard, every employee, whether part of a "targeted population" or not, is encouraged to consider an Individual Development Plan (IDP). This gives everyone, including women and minorities, equal chances to grow professionally through assignments.

ASF has extended its emphasis on Equal Employment Opportunity to contracting. There are four minority-owned firms now under contract, three of which provide extensive services to the organization.

ASF also has encouraged its people to be active in minority recognition and related FAA activities.

Ken Chin, ASF's executive officer, for example, helped organize FAA's effort to recognize the contributions of Asian-Americans.

A vital part of Chin's job is to promote and recognize accomplishments of all minority groups within ASF. He has encouraged ASF managers to provide opportunities to minority/small business firms, with good results for the agency.

Promoting from within is also important in ASF.

"When the office directors draw up an organizational chart, I want to make sure they consider internal opportunities for their people. It's important that current employees already onboard have the opportunity to make the short list of those competing for jobs," said Chin.

Not only does ASF want to make sure women and minorities have the opportunity to apply for jobs within ASF, but also that they have the training necessary to qualify for the jobs.

Three Weeks, Please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them to room 908, or call x78521.

Message from the Administrator

FAA Team: Showing Someone We Care

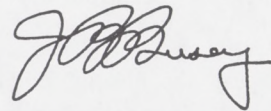
There is always someone in need. There is a child who needs a home, someone who is hungry or needs clothes to wear, or a person with a disease that needs to be cured.

The time has come for all of us to get together as a team to help these people who are less fortunate than we are. We have the opportunity right now to work together to help someone or help many. We have the chance to make someone smile or to help them walk. We, as an FAA team, have the chance to show someone that we care.

The Combined Federal Campaign (CFC) is a convenient and sure way to contribute to those needing our help. Most of us don't realize how many people need our help. Most people don't take these situations seriously until it hits close to home. By contributing to the CFC, you can make a difference in someone's life today!

The Combined Federal Campaign runs through the month of November. Now is the time for all of us to reflect on how fortunate we are in many ways. Ask not what someone can do for you, but what you can do to help someone in need.

I ask all FAA employees to accomplish something that is very important to those who need us. Starting in November, your organization's keyworkers will supply you with specific information on how you can contribute. Let's show someone that "Because You Care ... Help Is There."



800 Independence Avenue, SW

Flightplan

Ski club. The Pentagon Ski Club, open to all federal workers in the greater Washington area, holds its next meetings at 7 p.m. on *Tuesday, November 20, and Tuesday, December 11*, at the Cameron Station Officers' Club, Alexandria.

Headquarters

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Prospective members who want an information package or need directions to Cameron Station, should call (301) 587-2073.

This year's ski club schedule features first-time visits to Aspen, Innsbruck, Telluride and Whistler/Blackcomb.

Women's meetings. The Federal Women's Program Committee (FWPC) holds its monthly meetings at 11 a.m. in the Civil Rights conference room on the following *Wednesdays: November 7 and December 5.*

A day-long planning meeting is scheduled for *Wednesday, November 14*, in the Nassif building's room 6436. This year's Open House will be on *Friday, December 7*, in conference room 5ABC, from 2 to 3 p.m.

More Flightplan on page 8.

Flightplan

New AXD date. The System Development (AXD) organization has changed the date of its first employee awards ceremony.

It will be held on *Friday, November 30*, from 10 a.m. to 12 noon in the auditorium.

Books and goodies. The DOT Volunteer Program will hold a "Bake and Book" sale in conjunction with the Combined Federal Campaign kickoff rally on *Thursday, November 1*.

Swing by the Nassif building plaza from 11 a.m. to 1 p.m.

You might find that book you've been looking for or pick up something for that sweet tooth.

Have books or want to bake something for the sale?

Contact Denise Davis, x 79840, FAA Headquarters room 725.

Health fair. On *Wednesday, November 14*, Headquarters FAAers can talk with representatives from several of the participating health plans at a health fair from 9 a.m. to 4 p.m. in conference room 5ABC.

This year, the Federal Employees Health Benefits (FEHB) open season runs from *Tuesday, November 13*, through *Monday, December 10*.

For more information, contact Ida Mack, x73881, or Barbara Claytor, 73873, AHR-140.

TSP briefing. On *Friday, November 9*, Penny Moran of the Thrift Investment Board will brief Headquarters employees on the Thrift Savings Plan (TSP).

As an overview of the plan, the briefing will include information on TSP participation, tax advantages, agency contributions, understanding the TSP account, interfund transfer, plan annuities, the loan program and major changes in investment options available starting January 1.

There is space for 100 employees at the briefing.

Contact Ida Mack, Employee Relations and Career Development Branch, AHR-140, at x73881, if you would like to attend the program.

Haines Point Walk-a-Thon/Race November 2

The FAA kicks off its Combined Federal Campaign on *Friday, November 2*, with a 3-mile walk-a-thon/race at Haines Point.

All interested FAAers should contact their organization's CFC keyworker, or call John Bisaga, 646-4962, or Pike Reynolds, 646-4958. Transportation will be provided.

All contributions from the walk-a-thon/race will be donated to the Make-a-Wish Foundation of Greater Washington.

This foundation grants special wishes to children, ages two to 18, who suffer from life-threatening illnesses.

Make a child's wish come true, and join FAAers for the walk-a-thon/race. Show a child that "Because You Care ... Help Is There."



Check Out These Events

DOT Combined Federal Campaign Kickoff

Thursday, November 1, 11 a.m. - 1 p.m.
Nassif Courtyard

DOT Volunteer Committee Book and Bake Sale

Thursday, November 1, 11 a.m. - 1 p.m.
Nassif Courtyard

FAA Combined Federal Campaign Kickoff

3-mile Walk-a-Thon/Race
Friday, November 2, 10 a.m.
Haines Point

Benefit: Make-a-Wish Foundation of Greater Washington
Contact: John Bisaga, 646-4962, or Pike Reynolds, 646-4958

CFC Donut Sale

Friday, November 9
Headquarters Lobby

CFC keyworkers will take donut orders during the week.
The goodies will be delivered on Friday morning.
Contact: Jody Miller, x78321

Pancake Breakfast

Tuesday, November 13, 7 - 9 a.m.
FAA Cafeteria

Benefit: Children's Hospital Contact: Karen Miller, x77090

CFC Donut Sale

Friday, November 16
Headquarters Lobby

CFC keyworkers will take donut orders during the week.
The goodies will be delivered on Friday morning.
Contact: Jody Miller, x78321

CFC Donut Sale

Friday, November 23
Headquarters Lobby

CFC keyworkers will take donut orders during the week.
The goodies will be delivered on Friday morning.
Contact: Jody Miller, x78321

CFC "Follie" Fashion Show

Friday, November 30, 1 - 3:30 p.m.
FAA Auditorium

Benefit: Arthritis Foundation Contact: Jerry Ard, x78381

Creativity and Innovation

40 FAA Workers Nationwide Win Transportation Secretary's Awards

Forty FAAers from across the country were praised for their "creativity and innovation" as they received special awards from Secretary of Transportation Sam Skinner.

Two of the awards were given posthumously.

The Secretary of Transportation's 23rd Annual Awards tapped FAA workers in a wide range of agency jobs.

'I have been most impressed with the professionalism and dedication of the FAA workforce.'

James Busey
FAA Administrator

They were honored for everything from saving lives to boosting office automation during a Washington, DC, ceremony on October 19.

Skinner, who presented the awards and congratulated the winners, said, "we honor a special few who have displayed personal service, dedication to duty and creativity and innovation beyond the normal high standards of excellence expected of public employees."

The DOT chief praised their "exceptional degree of competence, dedication and diligence."

While he called the work of the

FAA's winners on pages 4, 5 and 6.

winners "remarkable," Skinner took the opportunity to laud all DOT employees.

turn to Awards on page 6

November 6, 1990



US Department
of Transportation
Federal Aviation
Administration

Headquarters Intercom

Comic Acts

A Way to Give a Winning Speech? You Bet It Is!

While Jim Barrett was giving his "instructional" talk to a Headquarters audience he managed to streak his face with marker and rip the sleeves off his jacket.

Still, he valiantly kept on with his tips on how to overcome "Murphy's Law," capping the talk off - to the laughter of the audience - by knocking down the lectern and falling in the debris of note cards and props.

A number of FAA and NTSB employees took the opportunity to see Barrett acting out a routine as funny as Chevy Chase's falling-down stunts on the original version of TV's *Saturday Night Live* and to learn about speech-

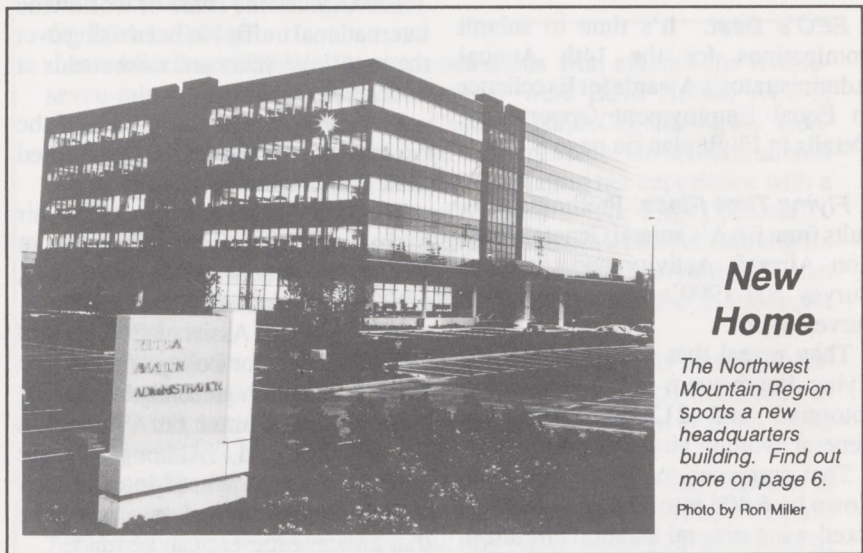
turn to Comic on page 3

Highlights

Women, Minorities Hired. Airway Facilities recruited 321 Systems Maintenance employees nationwide during September.

Minorities and women account for 46% of these new FAAers.

The newly filled positions include
turn to Highlights on page 2



New Home

The Northwest Mountain Region sports a new headquarters building. Find out more on page 6.

Photo by Ron Miller

Not Just 'Lip Service'

DOT Secretary Skinner Stresses Commitment to Women and Minorities, Gives Management Tips

DOT Secretary Sam Skinner said it again.

The Department is committed to the advancement of women and minorities, and that's not just "lip service," he stressed.

Skinner made the remarks at a September follow-up seminar for prospective DOT women managers held in Washington.

The seminar attracted about 100 women DOT-wide, including many from the FAA.

Skinner said he plans to make as much progress as possible in giving women and minorities opportunities to advance while he is at the DOT helm.

He emphasized that he doesn't want managers who aren't open to or don't

turn to Skinner on page 3

III.
21.6.4-7

Highlights *from page 1*

general engineers, electronics technicians, computer systems analysts and maintenance mechanics.

With this successful affirmative action recruitment, Airway Facilities met its hiring goals during the 1990 fiscal year.

Identifying candidates through Office of Personnel Management sponsored job fairs and seminars and through the Airway Science Program was particularly helpful, AF officials said.

Women Aviators. Before World War II, only a few hundred women, most of them wealthy, were involved in aviation.

A new book chronicles factors that encouraged - and discouraged - women from participating in aviation.

Find out more on page 7.

EEO's Best. It's time to submit nominations for the 14th Annual Administrator's Awards for Excellence in Equal Employment Opportunity. Details in Flightplan on page 8.

Flying Time Rises. Preliminary results from FAA's annual General Aviation Aircraft Activity and Avionics Survey and 1990's special rotorcraft survey are in.

They reveal that almost 35 million flying hours were logged by 6,635 rotorcraft and 212,262 fixed-wing general aviation aircraft during 1989.

That compares to 34 million hours flown by 6,406 rotorcraft and 203,860 fixed-wing general aviation aircraft in 1988.

That's about a 4% increase in both hours flown and active aircraft, the Management Standards and Statistics Division (AMS-400) in the Office of Management Systems reports.

The 1990 rotorcraft census is a one-time special survey.

Its objectives are to obtain an accurate count of rotorcraft in service and information about their activities and needs for air traffic facilities and services.

Results show that an estimate of 49% of piston-engine rotorcraft and

86% of turbine-engine helicopters were flown in 1989 compared with 49% and 85% in 1988.

The final reports for the two surveys are scheduled to be published in late November for public use.

However, all statistical tables generated from the survey data, including number of active aircraft, hours flown, fuel consumption and avionics capability by aircraft type, user group, location of aircraft by state and FAA region, are available for review.

FAAers interested in reviewing the statistics before they are published should contact Pat Beardsley, FTS 267-8032, or Shung C. Huang, FTS 267-9943, in AMS-420.

International Traffic Up. In 1989, U.S. airlines carried more international passengers and freight than those of any other nation.

The U.S. airline share of worldwide international traffic has been rising over the past three years and now stands at 20% of the total.

U.S. airlines now carry 52% of the passengers to and from the United States, up from 48% in 1985.

The U.S. share of international air cargo has also increased, growing from 13% to 16.7% between 1984 and 1989, a 30% rise in market share.

Jeffrey Shane, Assistant Secretary of Transportation for Policy and International Affairs, who recently briefed the House Subcommittee on Aviation on the statistics said, "Although we are pleased with growth of international air service in recent years, we believe that greater progress can be made."

Shane told Congress that a "major problem" is the current system of bilat-

eral agreements that still relies to a large extent on government regulation of air services.

"In our view, this inhibits the achievement of the potential economic benefits that both the United States and foreign countries would derive from a competitive, market-driven air transportation regime," Shane said.

New Routes to Japan. In a major expansion of air service to Japan, the DOT has authorized six new scheduled combinations - passenger and cargo - services to the Far East from five U.S. cities.

Three carriers, United, Delta and American, were granted authority to serve Tokyo.

Delta, America West and Hawaiian were selected for routes to cities in Japan other than Tokyo.

The awards were granted under authority of a November 1989 bilateral agreement that set the foundation for a major air service expansion between the two countries.

The DOT made these selections:

→ Chicago-Tokyo authority to United, with backup authority to American.

→ Los Angeles-Tokyo service to Delta, with backup authority to American.

→ San Jose-Tokyo authority to American, with backup authority to Continental for Houston-Tokyo service.

→ Honolulu-Nagoya authority to America West, with backup authority to Continental.

→ Honolulu-Fukuoka authority to Hawaiian, with backup authority to Continental for Los Angeles-Nagoya service.

→ Portland-Nagoya authority to Delta, with backup authority to Continental for Seattle-Nagoya service.

Nine carriers submitted 23 proposals to the DOT for the new routes. Administrative law judge hearings were held in April and May.

Wednesday Deadline. *Intercom* is published weekly.

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

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III. 20.a.

Skinner Gives Management Pointers *continued from page 1*

understand this emphasis.

The DOT Secretary also outlined his management philosophy to the group in a session that was scheduled to last 45 minutes but then stretched to an hour and a half.



Secretary Skinner

Skinner said he recently read a book that reinforced his management philosophy formed during his nine years with IBM. The book, *Father and Son and Company*, is IBM's story written by Tom Watson, Jr.

Skinner's philosophy is:

→ Take your work, not yourself, seriously.

→ You can joke and get your point across at the same time. Don't be cruel when you are laughing at or with other people. Use laughter as a tool to develop relationships, and remember that

Don't penalize employees when they make mistakes; they won't try again. Take chances.

different people have different levels of sensitivity.

→ A manager is there to help employees do their jobs. The best managers are those who employees know are there to help.

→ Listen to employees who want to talk.

→ Don't penalize employees when they make mistakes; they won't try again. Take chances. If you don't, you will not have accomplishments. Protect employees from their mistakes, and discuss the results so they can learn from them.

→ Don't make decisions in a vacuum. Employees want to be consulted. Team participation and cooperation give people an understanding of the issues, so they can defend the decision.

→ Maintain integrity. Make your decision for the right reason. Set the example. Inform employees of the standards.

→ You are in government to make a difference for the public good. Be a part of the team.

→ Recognize employees, and express appreciation often. Although Skinner acknowledges he enjoys rec-

ognition as much as the next person, he gets more satisfaction out of recognizing employees.

→ Know that the world is changing, and DOT employees need to change with it.

Thanks to Jane Inaba, planning and liaison specialist, Northwest Mountain Region, for this report.

Comic Acts Tickle Audience *from page 1*

making during a recent lunchtime humorous speech competition.

In his speech, Barrett shared his pointers on how to overcome "Murphy's Law" as a speechmaker.

The talk was part of the annual humorous speech and table topics contests put on by Speechmasters, the Toastmasters Club that meets in the FAA building.

In addition to NTSB's Barrett, contestants who entered the five-to-seven-minute humorous speech category were Dave Hobbs, ACS-5, presenting "Lessons of a New Father"; Art Nolan, ACQ, sharing his "Confessions of a Mallaholic," one of those frequent visitors to art museums on the mall; and Elinor Rafferty, AAM-220, relating her experience with a live crustacean on the loose in her refrigerator - "The Frigid Lobster."

Barrett, the winning speaker, showed the audience a chart containing six p's to follow to circumvent the "law," which says that everything that can go wrong will go wrong - at the worst possible time and in the worst possible place.

A quick recount of the p's - proper preparation prevents poor performance - turned up only five, but that didn't make much difference to Barrett's talk because all his notes and illustrations soon crashed to the floor in a useless heap.

Table topics contestants, each of whom gave an off-the-cuff response of approximately two minutes to the same question, were Henry Felices, ATM-612; Ken Geisinger, AOR-100; Ray Kelly, ARD-210; and Carolyn Strano, AAP-230. These contestants were asked to name their favorite museum and give reasons for their choice.

Ray Kelly, the winner of the table topics segment, talked about how he enjoyed visiting the Smithsonian Institution's National Museum of American History.

Barrett and Kelly went on to win the Toastmasters area contest, competing against the winners from other area clubs. Their next step in the series of contests for this fall was winning at the division level of Toastmasters International. Now they are both on their way to the district-level contest to be held later this month.

Those interested in improving their speechmaking abilities are invited to attend a meeting of Speechmasters. The regular meetings are held on the first and third Tuesdays of each month in room 9C at 12 noon.

...all his notes and illustrations soon crashed to the floor in a useless heap.



Secretary's Award for Meritorious Achievement

Silver Medal

M. Craig Beard

Director, Aircraft Certification Service
Washington, DC

For outstanding leadership in incorporating Total Quality Management in the Aircraft Certification Service and the FAA.

John W. Brown, Jr.

Supervisory Accountant
Washington, DC

For outstanding achievements in the development and improvement of the DOT payroll system.

Cynthia J. Burbank

Staff Director, National Transportation Policy, Phase II
Washington, DC

For exceptional contributions in the development and implementation of the DOT's National Transportation Policy.

William E. Cress

National Airspace System Program Manager
Oklahoma City, Oklahoma

For superior leadership and dedication in advancing the National Airspace System program within the FAA.

Seymour Everett

Supervisory General Engineer
Washington, DC

For outstanding contributions and leadership as a U.S. member of the International Civil Aviation Organization All Weather Operation Panel.

Joseph A. Ferrucci, Jr.

Supervisory Aviation Safety Inspector
Portland, Maine

For outstanding contributions in the area of automation at the field level and for superior dedication to the goals of the FAA.

Margaret Gilligan

Acting Chief of Staff, Administrator's Office
Washington, DC

For facilitating the resolution of sensitive and urgent aviation and aviation safety issues as a representative of and policy advisor to the FAA Administrator.

David J. Hurley

Acting Director, Air Traffic Systems Management
Washington, DC

For outstanding leadership and direction on operational policies that greatly benefit the National Airspace System.

Gene S. Mercer

Manager, Forecast Branch
Washington, DC

For superior achievement in creating the Annual FAA Forecast Conference, the DOT's preeminent aviation forum.

Michael D. Sherwin

Director, Management Systems
Washington, DC

For vision, commitment, leadership and management support in the accomplishment of the Office Automation Technology and Services (OATS) contract.

Michael Ziellinski

Manager, Aircraft Evaluation Group
Seattle, Washington

For development of criteria for extended range operations, which have significantly benefited the air transportation industry worldwide.

Secretary of Transportation 23rd Annual

Secretary's Award for Outstanding Achievement in Equal Employment Opportunity

Arthur F. ...

Manager, ...
Seattle, WA

For outstanding leadership in ...
and Civil Rights ...

Claudia M. ...

Sec ...
Fort Worth, TX

For unselfish, dedicated contribution to ...
Equal Employment Opportunity ...

Yvonne D. ...

Personnel Sta ...
Jamaica, NY

For outstanding program management and advancement of minorities ...

Secretary's Award for Outstanding Achievement

Henry R. ...

Air Traffic Cor ...
Santa Barbara, CA

For outstanding contributions to community and aviation ...

Secretary's Award for Special Achievement

B. Keitt ...

Assistant Administrator ...
Washington, DC

For outstanding leadership of the ...
of the General Aviation Compliance ...
which significantly improved system safety and ...
among the general aviation community ...



Transportation's Annual Awards

Award for Outstanding Achievement in Equal Employment Opportunity

Arthur F. Fregoso

Manager, Logistics Division
Seattle, Washington
Partnership in Equal Employment Opportunity
and Civil Rights program activities.

Audia M. Williams

Secretary
Fort Worth, Texas
Noted contributions to the furtherance of
Equal Employment Opportunity goals and objectives.

Thelma D. Williams-Ruff

Personnel Staffing Specialist
Jamaica, New York
Management and leadership in the employment
of minorities and women in FAA careers.

Award for Volunteer Service

Henry R. Verbais

Air Traffic Control Specialist
Santa Barbara, California
Community outreach, affirmative action recruiting
and aviation education.

Award for Special Service Commendation

B. Keith Potts

Administrator for Aviation Safety
Washington, DC
Member of the System Safety and Efficiency Review
Compliance and Enforcement Program,
for safety and efficiency and enhanced working relationships
with the aviation community, the FAA and the DOT.

Secretary's Award for Valor

Manfred F. Keller

Automation Specialist
Anchorage, Alaska

For bravery exhibited in rescuing two persons from a
burning boat in Alaskan waters.

John D. Lewkowicz

(deceased)
Air Traffic Manager
Ann Arbor, Michigan

For outstanding courage in rescuing a man who had fallen
through the ice on a frozen lake.

John A. Moss

Air Traffic Control Specialist
Hampton, Georgia

For outstanding courage in risking his own safety to save another.

Scott A. Wolfgang

Air Traffic Control Specialist
Leesburg, Virginia

For outstanding courage and voluntary risk of personal injury while
saving the life of a child.

Secretary's Award for Excellence

Lollie O. Brashears

Administrative Assistant
Kansas City, Missouri

Marilyn M. Golden

Evaluation Assistant
Des Plaines, Illinois

Stacey R. Helmer

Program Assistant
Washington, DC

Bonnie J. Kaznecki

Secretary
Pontiac, Michigan

Rose E. Marra

Secretary
Washington, DC

Gail D. Meltzer

Secretary
London, England

Mary A. Pryor

Procedures Data Specialist
Battle Creek, Michigan

Robert S. Reed

Computer Operator
Hilliard, Florida

Gail M. Rollins

Administrative Officer
Washington, DC

Tawana E. Springfield

Secretary
Houston, Texas

Lawrence R. Schneider Award

Denise Daniels Ross

Special Counsel to the Chief Counsel
Washington, DC

For extraordinary commitment and invaluable contribution to the DOT's aviation safety
and security initiatives.

More winners on page 6.

Secretary of Transportation's 23rd Annual Awards

Secretary's Award for Exceptional Service

David M. Aiken

Electronics Technician
Airway Facilities Sector Field Office
Whitehouse, Florida

John W. Bartruff

Electronics Technician
Airway Facilities Sector Field Office
Whitehouse, Florida

Judy Coleman

Secretary
Airway Facilities Sector Field Office
Whitehouse, Florida

Rondle J. Keefer

(deceased)
Electronics Technician
Airway Facilities Sector Field Office
Whitehouse, Florida

Johnnie Merrill

Manager
Airway Facilities Sector Field Office
Whitehouse, Florida

Samuel J. Moore

Electronics Technician
Airway Facilities Sector Field Office
Whitehouse, Florida

Harold L. Vance

Electronics Technician
Airway Facilities Sector Field Office
Whitehouse, Florida

F. Calvin Wollitz

Electronics Technician
Airway Facilities Sector Field Office
Whitehouse, Florida

Kenneth O. Woodward

Electronics Technician
Airway Facilities Sector Field Office
Whitehouse, Florida

All of the Whitehouse AFSFO employees were honored with awards for their exceptional leadership, dedication and professionalism demonstrated through effective teamwork in providing service to aviation system users.

Awards *from page 1*

He called them "special, extraordinary and hardworking" and part of the "most outstanding team in the United States government."

Before the ceremony, FAA Administrator James Busey hosted a morning reception in the MacCracken room where the winners posed for photos with Busey.

Busey extended his personal thanks to FAA's winners, families and friends.

"I have been most impressed with the professionalism and dedication of the FAA workforce," Busey said, "so, it is good to see this quality work being recognized."

Watch for photos of the winners in FAA World.

On the Move

New Building Consolidates Northwest Mountain Regional, Field Offices

Puget Sound area FAAers have moved to a new home -- the consolidated Northwest Mountain Regional Headquarters and Seattle field offices.

The \$30 million, five-story facility is loaded with innovations.

These include a state-of-the-art TV production studio, a voice/data cabling system, an elaborate security system, a medical clinic, a full-service cafeteria, a credit union office, a spacious internal warehouse and a top-notch physical fitness gym.

The move is a blueprint for similar moves planned by several FAA regional offices nationwide.

"But we were the first to walk through the bramble patch," said project manager Roger Bair.

High-tech systems furniture is a key feature. Work stations provided for each employee are designed to allow customized layout of shelves, cabinets and desk space.

"The whole configuration is built with flexibility in mind," said Bair.

Self-contained offices and conference rooms are built with demountable walls, which can be removed to convert space. This costs half as much as

#.24h.

full reconstruction. A Move Management Team, made up of representatives from each office, worked with the furniture designers to determine space arrangement and color schemes for each organization.

Team members also guided 1,000 employees through the messy process of packing, moving and settling.

"This move went off so smoothly due to the individual efforts of the people on the team," he said. "Each person gave their personal best, and it showed. We provided the best possible service we could."

Bair led another task force, the Consolidation Project Team - dubbed "The Magnificent Seven" by one member. Members were contracting officer Therese Baty, administrative officer Debbie Carlson, supply technician Mary Ann Coop, Services Section manager Lois Duell, realty specialists Bernie Games and Patty Jensen and traffic manager Marie Sciacqua.

The group was responsible for overseeing every issue involving the new building - design, construction, procurement, cabling and moving. Virtually the entire Logistics Division assisted in finishing the job.

Computer installation was handled by a third group - the Automated Data Processing Move Team. Representatives - some with no computer experience - volunteered from nearly every office. They were extensively trained by the Financial and Information Resources Division.

A crash course prepared them for the massive switch of personal computers, mainframes and peripheral hardware from one building to the other.

Now that the building is fully occupied, the move is in "final tuneup stage." The Project Team works with individuals in every office to improve existing stations, but modifications of the layout are ongoing.

"We will be in a continuous state of refinement," Bair said. "It's a dynamic process - a little like building a bridge while you float under it."

Thanks to Matt Brown, editor of the Northwest Mountain Intercom, for this report.

Women in Aviation

From 'Rosie the Riveter' to Bomber Ferry Pilots

From "Rosie the Riveter" to bomber ferry pilots, World War II gave women their first opportunity to play a major role in aviation.

United States Women in Aviation, 1940-1985, written by Deborah Douglas and recently published by the Smithsonian Institution Press, documents the historical factors that have encouraged - and discouraged - women from participating in aviation from World War II to the present.

Before the war, only a few hundred women, most of them wealthy, were involved in aviation. But wartime created a sudden and large demand for

women to serve as pilots, ground crew and aircraft manufacturing personnel in the United States while men were fighting overseas.

Organizations such as the Ninety-Nines and military groups such as the Women's Army Corps, Women Accepted for Voluntary Emergency

...the ratio of women to men in aviation today is about the same as it was in 1940.

Service and Women's Airforce Service Pilots, under the exceptional leadership of such women as Jacqueline Cochran and Nancy Harkness Love, ushered women into a highly visible role in aviation.

The post-war period, however, led to a decline in the demand for women in aviation-related jobs. For many, a return to "normalcy" was a return to established gender roles for men and women.

Although few women were actively involved in aviation in the 1950s, the percentage remained above prewar levels.

According to Douglas, this continued presence of women in aviation was helped by the preservation of women's flight organizations. In addition, new organizations such as the Whirly Girls were being formed, and several women pilots were setting records. For example, Jackie Cochran was the first woman to break the sound barrier flying a Sabre jet in 1953. Other women were able to remain actively involved in aviation by participating in air races and shows.

Stewardesses were also trying to achieve more respect, and unions were established to promote their cause. Their success was limited until the 1960s, however, when civil rights legislation helped advance women's legal status.

Throughout the 1970s, the number of women participating in aviation doubled; they made up more than 21% of the industry.

Douglas, a former research assistant at the National Air and Space Museum, attributes this to the rise of the electronics industry and to more women attending college and majoring in the sciences and engineering.

During the 1980s more women entered the aviation field as airline captains, aerospace executives, military leaders and government officials. Yet, Douglas points out, the vast majority of women in aviation today are either private pilots or industry workers.

Despite the fact that women in America have had more opportunities than in any other country, the ratio of women to men in aviation today is about the same as it was in 1940.

Douglas' 142-page book is illustrated with 70 photographs from archives and from the personal collections of many female pilots. It completes the Smithsonian series on women in aviation, which also includes three books on the pre-World War II period.

Flightplan

EEO nominations. FAAers from across the country who have done an outstanding job of advancing the agency's Equal Employment Opportunity goals are eligible to be considered for Special Achievement Awards,

FAA's highest honor.

To select the most deserving FAAers, nominations for top EEO performers should be submitted to the Headquarters Office of Civil Rights no later than Friday, November 23.

Nominations are for EEO accomplishments from October 12, 1989,

through September 30, 1990.

Employees should provide sufficient information on EEO activities directing specific attention to support for internal and external activities. Show contributions to:

- Federal Women's Program.
- Hispanic Employment Program.
- Disadvantaged Business Enterprises.
- Historically Black Colleges and Universities Program.
- Educational Excellence for Hispanic Americans.
- Recruitment and upward mobility activities.
- Promoting aviation careers among minorities and women.

Several FAAers will receive the Administrator's Award for Excellence in Equal Employment Opportunity during the 14th annual honors ceremony at FAA Headquarters in early 1991.

The award consists of a personal plaque inscribed with a citation, a DOT bronze medal with DOT ribbon and a rosette ribbon lapel pin.

For more information on the program and how to nominate an FAAer, contact Al Mendez, ACR-3, x73262.

Hispanic coalition. The Capital Chapter of the National Hispanic Coalition of Federal Aviation Administration Employees (NHCFAE) holds its meetings every third Thursday of the month.

The next meeting will be held in FAA Headquarters room 516 from 2 to 3 p.m. on *Thursday, November 15*. The last meeting for 1990 will be in room 516 on *Thursday, December 20* at 11 a.m.

Battle of Britain. Four pilots from Britain's Royal Air Force and four German Luftwaffe pilots will come together to share their memories of the 1940 Battle of Britain. This program is scheduled for 8 p.m. on *Friday, November 9*, at the National Air and Space Museum's Langley Theatre.

The Washington appearance of the pilots is the first stop on a nationwide tour commemorating the 50th anniversary of the dramatic defense of Britain.

CFC Pancake Breakfast Set for November 13

FAA's annual Combined Federal Campaign pancake breakfast is slated for *Tuesday, November 13*, in the FAA cafeteria.

For \$2.50, FAAers receive two pancakes with sausage or bacon, a glass of orange juice and a cup of coffee.

Breakfast will be served between 7 and 9 a.m.

Donations go to the Children's Hospital. Join coworkers at the breakfast to show someone that "Because You Care ... Help Is There."

FAAers can also buy donuts - a choice of powdered, cinnamon or glazed - and help a charity. The donuts will be delivered between 8 and 9 a.m. in front of the cafeteria on the following Fridays: November 9, 16, 23 and 30.

Donuts must be ordered in advance. Cost is \$2 a dozen. Contact Jody Miller, x78321, room 511, to place an order.

Donut sale donations go to the American Humane Association, an organization that helps protect children and animals against cruelty, abuse and neglect. See the CFC schedule below.

CFC Donut Sale

Friday, November 9

Place orders by 12 noon on Thursday, November 8.

The goodies will be delivered on Friday between 8 and 9 a.m. in front of the cafeteria.

Benefit: American Humane Association Contact: Jody Miller, x78321, room 511

CFC Pancake Breakfast

Tuesday, November 13, 7 -9 a.m.

FAA Cafeteria

Benefit: Children's Hospital Contact: Karen Miller, x77090

CFC Donut Sale

Friday, November 16

Place orders by 12 noon Thursday, November 15.

The goodies will be delivered on Friday between 8 and 9 a.m. in front of the cafeteria.

Benefit: American Humane Association Contact: Jody Miller, x78321, room 511

CFC Donut Sale

Friday, November 23

Place orders by 12 noon Wednesday, November 21.

The goodies will be delivered on Friday between 8 and 9 a.m. in front of the cafeteria.

Benefit: American Humane Association Contact: Jody Miller, x78321, room 511

CFC Donut Sale

Friday, November 30

Place orders by 12 noon Thursday, November 29.

The goodies will be delivered on Friday between 8 and 9 a.m. in front of the cafeteria.

Benefit: American Humane Association Contact: Jody Miller, x78321, room 511

CFC "Follie" Fashion Show

Friday, November 30, 1 - 3:30 p.m.

FAA Auditorium

Benefit: Arthritis Foundation Contact: Jerry Ard, x78381

III. 24 h.

Tweet Coleman, a 747 first officer, gives an aviation lesson to two eager youngsters.



High-Flying Role Model Male-Dominated Industry Stalled, but Didn't Stop Coleman's Career

Tweet Coleman's aviation career stalled in the 1960s when she confronted the male-dominated airline industry, but now it is back on track.

She's a role model for other women pilots and spends time teaching kids the aviation ropes.

Not only is Coleman a dedicated FAA accident prevention counselor in the Honolulu and Pacific areas,

turn to Role Model on page 2

November 13, 1990



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

III
22.10

Dulles Debut

Research Council Says TNA, X-Ray Combo May Be Best Bomb Detector

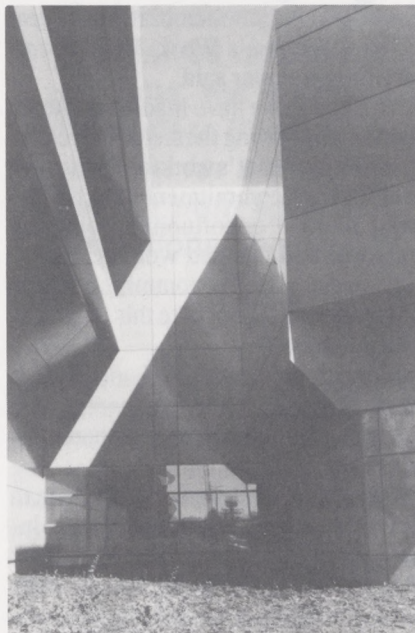
The National Academy of Sciences has concluded that a combination of the thermal neutron analysis (TNA) type of automated explosives detection system and sophisticated X-ray screening may be the best method of keeping explosives from being smuggled aboard aircraft.

The academy, reporting on the results of a study funded by the FAA, said that no single type of detection technology presently available can provide the levels of sensitivity, accuracy and speed that the recommended combination can achieve.

The FAA has such a combination -- a TNA unit and an accompanying X-ray machine used to take a closer look at suspect luggage -- in operation at New York's Kennedy, Miami and Washington Dulles airports in this country and at Gatwick Airport near London.

On October 31, the FAA demonstrated TNA at Dulles for the news media.

FAA Administrator James Busey told the press during the Dulles demonstration: "This device represents the best
turn to TNA on page 3



Sharp Angles

Angular masonry and slanted rays of sunlight give FAA's new Thomas P. Stafford Building in Oklahoma City a dramatic look.

Airport terminal instruction, contractor and automation personnel moved into the Aeronautical Center training facility on October 16.

A new terminal curriculum is being developed for use with the tower simulators and other state-of-the-art equipment, while in-plant integration testing of the second system is being conducted in San Diego.

Phase II of the building will house an Advanced Automation System training facility for air traffic and airway facilities personnel. It is slated to be completed in November 1991.

Photo by Roland Herwig

Highlights

EEO Ideas. FAAers are invited to a DOT "listening session" focusing on ways to promote equal employment opportunity and workforce diversity on Monday, November 19.

Details in Flightplan on page 7.

4.1% Raise. When the Congressional budget dust settled on Capitol Hill at the end of October, most FAAers and other federal workers were granted a 4.1% raise.

The pay boost begins in January and is a half percent higher than last year's 3.6% pay increase.

40 Years and Counting. More than 100 FAAers have 40 years or more of federal government service to their credit. Find out who they are on page 4.

Sticky Fingers. Office thefts increase during the holidays, so watch your wallet and purse. Tips on page 6.

'Deeply Committed.' The DOT doesn't take its "responsibility lightly" in improving job opportunities for women.

In a message to all DOT and FAA
turn to Highlights on page 2

Role Model *from page 1*

she is an active aviation education counselor.

Her love of aviation and her passion to share it with others is well known to students and teachers in both Hawaii and Guam.

Coleman, a Boeing 747 first officer with Continental Airlines, earned her flying wings in 1963 in Ohio.

She soon learned, however, that she was unable to land a job in the aviation field because of the male dominance of the job market.

Coleman entered a nurse training program and earned a bachelor of arts

An admitted 'positive thinker 25 hours of every day,' Tweet Coleman devotes many hours to the education of Pacific-area youth.

degree at Mills College in Oakland, CA. It wasn't until the mid-1970s that she returned to her first love - flying.

She returned to school to study for her commercial pilot's license and was finally able to fly professionally in 1977.

She flew the DC-3 aircraft in the Virgin Islands, flew Lear jets to Central and South America, served as chief flight instructor for a flight school and, finally, worked at Continental Airlines where she flew the Boeing 727 for three years in the Micronesia area.

Coleman is now based in Hawaii.

An admitted "positive thinker 25 hours of every day," Coleman devotes many hours to the education of Pacific-area youth.

She helped finance Guam Community College's pilot training and aircraft maintenance programs.

She also participated in the 1990 Aerospace Education Summer Institute in Honolulu and received recognition for her presentation on "Women in Aviation."

Workshop director Mark Hines said,

"In addition to being interesting, it significantly enhanced [the students'] understanding of the impact of women in careers like aviation."

Hines added, "Rest assured that Hawaii's children will benefit when the teachers... adapt their curricula so as to incorporate the aerospace concepts into their lesson plans."

Coleman met her husband of 20 years in Guam while serving as a volunteer for the Peace Corps and Vista.

Husband Patrick is a retired Navy captain and currently serves as the cruise physician for the *Constitution*, a ship that sails in the area of the Hawaiian Islands. They have four children - Al, Jeanne, Jenny and Jason.

Thanks to George Combs of the Honolulu Flight Standards District Office for information for this report.

Highlights *from page 1*

employees to commemorate the recent Federal Women's Week, DOT Secretary Sam Skinner said:

"Although we have made significant gains in improving the status of women in the Department's workforce, we must reaffirm our commitment to expand - even more - opportunities for these qualified and talented women.

"... we are deeply committed to this objective and do not take this responsibility lightly."

Skinner said that 12% of DOT's Senior Executive Service members are women, a higher percentage than most federal agencies.

He said the total number of women in the Department's workforce has increased by almost 4,000 since he took the helm of the DOT in March 1989. They have been successfully placed in technical and higher-grade positions.

More than 12% of employees in DOT's technical occupations are women.

Close to 1,000 women have been promoted to grades 12 through 15, and the average grade level for all Departmental women has increased by a grade.

Another 1,000 women have completed the Secretary's Seminar for Prospective Women Managers, Skinner said.

EEO Nominations Due November 23

FAAers from across the country who have done an outstanding job of advancing the agency's Equal Employment Opportunity goals are eligible to be considered for Special Achievement Awards, FAA's highest honor.

To select the most deserving FAAers, nominations for top EEO performers should be submitted to the Headquarters Office of Civil Rights no later than Friday, November 23.

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- ➔ Federal Women's Program.
- ➔ Hispanic Employment Program.
- ➔ Disadvantaged Business Enterprises.
- ➔ Historically Black Colleges and Universities Program.
- ➔ Educational Excellence for Hispanic Americans.
- ➔ Recruitment and upward mobility activities.
- ➔ Promoting aviation careers among minorities and women.

Several FAAers will receive the Administrator's Award for Excellence in Equal Employment Opportunity during the 14th annual honors ceremony at FAA Headquarters in early 1991.

The award consists of a personal plaque inscribed with a citation, a DOT bronze medal with DOT ribbon and a rosette ribbon lapel pin.

For more information on the program and how to nominate an FAAer, contact Al Mendez, ACR-3, FTS 267-3262.

It's Time To Schedule 'Use-or-Lose' Leave

Leave Year To End Saturday, January 12

Don't miss the Saturday, January 12, deadline to take this year's use-or-lose annual leave.

For most federal workers, only 240 hours of annual leave can be carried from one leave year to the next.

Annual leave in excess of that amount

is forfeited, and restoration of such leave requires approval of an "exigency of the public business." Such exigencies are rare, emergency situations outside the normal functions of an organization.

To qualify for restoration, leave must

have been scheduled in writing before the beginning of the last three pay periods of the leave year (November 30 of this year).

At Headquarters, requests for an exigency should be initiated at the office or service level or higher in an organization and submitted to AHR-100 for approval as soon as the exigency occurs, but no later than the beginning of the last two weeks in the leave year (December 28 of this year).

Requests should identify:

→ The situation that precludes the use of scheduled annual leave. Situations such as "workload" and "staff shortages" are not sufficient reasons to declare an exigency of the public business.

→ The dates when the exigency will begin and end.

→ The reasons why only the designated person(s) can perform this emergency responsibility, why overtime cannot be used, why the work is so critical that it has to be done exactly at the time indicated and what would occur if the work is not completed.

Upon AHR-100's approval of the exigency, the leave may be cancelled for the reasons outlined in the request.

After the conclusion of the leave year but no later than February 15, the employee's supervisor must make a request to AHR-100 to have the number of hours of leave lost due to the exigency restored to the employee.

For those at Headquarters, specialists in the Operations Branch, AHR-150, x73870, can answer questions on the process.

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.

Three Weeks, Please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them to room 908, or call x78521.

TNA Debuts at Dulles Airport *continued from page 1*

technology currently available for detecting explosives.

"We are continuing our efforts to develop other explosives detection systems, but for now, TNA offers invaluable protection for air travelers in our fight against international terrorism."

Negotiations are under way for a TNA installation in Frankfurt, Germany. The site of the sixth and last TNA unit of the FAA demonstration program will be named later.

The FAA funded the academy study in March 1988 to obtain an independent evaluation.

The academy said it found that most of the technical options that are now available for explosives detection "are the result of earlier long-term investment in the FAA research and development program."

The academy added that it "could not identify any important approaches that have either not been funded or monitored" by the FAA.

"This validates the FAA's research and development program for aviation security," Busey said. "It confirms we have been spending our R&D dollars wisely and enhancing the security of civil aviation. I will use the report's recommendations to ensure that we build on our successes."

The academy recommended that the FAA explore the possibility of reinforcing the baggage containers in aircraft to enable them to withstand the force of a small explosive charge, which if unimpeded, could bring down an aircraft.

The academy also recommended improved security procedures be used by U.S. carriers on international flights

including wider use of measures the FAA imposed on airlines operating in Europe and the Middle East following the bombing of Pan Am flight 103 on December 21, 1988.

These include assuring a positive match between every passenger aboard the airplane and every piece of luggage

'We are continuing our efforts to develop other explosives detection systems, but for now, TNA offers invaluable protection for air travelers in our fight against international terrorism.'

James Busey
FAA Administrator

onboard; making sure that if passengers get off prematurely, their luggage gets off with them; profiling passengers to identify high-risk individuals; and tightening security at curbside luggage check-in areas.

The TNA system emits a continuous flow of low-energy neutrons that pass through luggage or cargo and interact with chemical elements in explosives. It measures characteristic gamma rays given off by their interaction, and when appropriate, triggers an alarm.

All functions are performed automatically. There is no requirement for human monitoring unless an alarm is triggered and a particular bag must be inspected. This eliminates the possibility of human error, a primary goal of FAA's aviation security research and development program.

Four Decades and Counting

130 FAAers Lauded for 40 or More Years of Federal Government Service

At the recent Secretary of Transportation's 23rd Annual Awards program, DOT employees, including 130 FAAers, were recognized for their length of federal service. FAAers with 40 or more years of service were:

Hattie M. Alston
William R. Anderson
John F. Aronne
James M. Babb
Robert F. Baker
Julia M. Beck
Robert B. Berch
Martin Bifson
Lawrence R. Billow
William P. Bonelli
Vincent F. Brophy
William M. Bumpus
Cypriano P. Calio
Frederick D. Cason
Helene V. Caton
Emanuel Cohen
James J. Contos
Harold J. Cook
Lester J. Cooling
Joseph N. Covington
Edgar J. Cusson
Muriel G. Deaton
William P. Dove
Mary Ann Dunn
Eldon G. Elam
Louis A. Feliciano
Christopher D. Fisher
Joseph H. Flaim
Michael A.R. Franco
Paul J. Franklin
Mack A. Freestone
Robert L. Fulton
John J. Furlong
Gene M. Gautieri
Troy Gentry
Albert B. Gibson
Paul F. Giras
Carlos O. Gonzalez
Murray M. Gottlieb
James E. Gould
Joseph A. Gullen
Joseph J. Gyimoty
Grover C. Hardin
Thomas E. Hardy
Aubrey R. Harrigan
Riley T. Harrison
John R. Hatcher

**These FAAers have
racked up a total of
more than
5,200 years
working for the
federal government.**

Ralph E. Havlin
George A. Herrmann
Thomas H. Higgins
Harry T. Hubbard
Willie A. Hunter
Merlin R. Hurt
Perry A. Jackson
William Jackson
Edward K. Jee
Don O. Jefferis
Buster G. Jones
Robert J. Juarez
Harold L. Keogh
John A. Kiefner
Oliver R. Kramer
David W. Kress
Philip Krinsky
Felix E. Kurdys
Theodore L. Lee
Augustine F. Lia
David E. Lisle
Samuel Martin
Van T. Mason
George M. Mathieu
Sheila A. Maxwell
Elston B. McCoy
Eli L. Merlin
Frank J. Meyer
Eugene A. Moore
Stephen L. Morris
William J. Muir
Itsuo Nakamura
Earle B. Nichols
Harold O. Nordman
Robert W. Norris
Robert S. North

Frank R. Parr
James R. Patterson
Jane L. Paul
Martin J. Perry
Robert C. Phelps
Dolores D. Phillips
Emma R. Pierson
Robert Polesky
Charles F. Popp
Virginia W. Price
William E. Quinn
Joseph C. Ray
Lawrence J. Renshaw
Paul R. Riley
Herbert Ross
Eli E. Rowls
Humphery H. Russell
Owen C. Sabin
Michael J. Sarli
Herbert H. Schoech
Floyd J. Seeley
Charles W. Simmons
Anthony C. Spada
Ruth G. Specht
Robert A. Speraw
August W. Sponaugle
Vasilike G. Stamos
Mary P. Swihun
Harry W. Taber
Roy J. Tarver
Dexter J. Taylor
Wilford F. Teuscher
Mary A. Thompson
Keith R. Thompson
Paul Torretti
Michael A. Tougher
Cornelia W. Triplett
Theodore J. Turnock
Harry R. Wachsler
Berman J. Watts
James W. Webb
Ruth Webb
John D. Williams
Fenton F. Winters
Shigeru Yagi
Kim Kee Yee
John O. Young

III, 24, f.

Just hours after President John F. Kennedy was assassinated in Dallas on November 22, 1963, trucks began moving FAA's records and equipment into a new marble building at 800 Independence Avenue, SW.

The FAA Headquarters building had a somber beginning 27 years ago.

On that November evening trucks started hauling furniture and sensitive files from one of the agency's many outposts--1711 New York Avenue--to the then-new building.

Vans rumbled past the White House under rainy, gloomy skies.

The new Headquarters pulled together agency employees from far-flung corners of the nation's capital including "temporary" buildings squeezed between Constitution and Independence Avenues on the Mall.

Those prefab buildings witnessed a lot of history including the flood of people who streamed past during the hot summer of 1963 headed for the Lincoln Memorial to hear Dr. Martin Luther King's "I Have a Dream" speech.

Before FOB-10A, the designation government planners gave the building, FAAers worked in more than a dozen locations throughout the city.

Some of the agency's workers who moved into the new building are still



Najeeb Halaby, then FAA Administrator, makes a point to building task force and advisory and arts commission members as marble-facaded 800 Independence Avenue neared completion in late 1963.

Gloomy Moving Day

November 22 Marks 27th Anniversary of Headquarters Building

working in it. George Mathieu of the Headquarters Office of Public Affairs worked in one of the Mall's "temporary" buildings before moving into the classier Independence Avenue digs.

He's still at FOB-10A and remembers the old days in the old Mall buildings.

They had a reputation for housing some of the "biggest rats in DC," Mathieu recalls.



A December 1963 snowstorm blankets Independence Avenue and a finned automobile. To the right of Headquarters was an old building used by the Navy. It's now an entrance to I-395.

Three Pilots Sentenced to Jail Terms for Drinking and Flying

Three former Northwest Airlines pilots, whose licenses had been revoked by the FAA, have been sentenced to jail for flying a passenger jetliner while intoxicated.

In late October a federal judge issued sentences ranging from 12 months to 16 months in jail.

In August, a Minneapolis jury convicted the three men of a felony count of operating a common carrier while under the influence of alcohol or drugs.

They are Norman Lyle Prouse, 51, Robert Kirchner, 36, and Joseph Balzer, 35.

Prouse, the flight's captain, received a 16-month jail sentence.

Kirchner and Balzer were given one-year jail terms.

All three were also placed on three years of "supervised release," similar to probation.

Although they faced a maximum penalty of 15 years in jail and a \$250,000 fine, sentencing guidelines called for

prison terms of 12 to 18 months.

During the trial, former captain Prouse testified that he drank over a dozen rum and diet cola sodas at a lounge the night before Northwest flight 650 left Fargo, ND, for Minneapolis on March 8.

Kirchner and Balzer shared at least six pitchers of beer at the bar in Moorhead, MN, according to trial testimony.

Witnesses testified that Prouse left the tavern at about 11:30 p.m. while Kirchner and Balzer left about a half-hour earlier.

The plane departed from Fargo's Hector International at 6:30 a.m. the next morning.

continued on next page

Headquarters
Intercom

November 13, 1990
No. 90-45

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(202) 267-8521

Pilots *from page 5*

The Boeing 727 with 91 passengers landed without incident at Minneapolis-St. Paul International.

Defense lawyers argued that the smoothness of the 40-minute flight proved that the pilots were not impaired.

Based on an anonymous tip to the FAA and action by two of the agency's safety inspectors – one in Fargo and another in Minneapolis – the pilots were arrested when the plane landed in Minneapolis.

Fargo inspector Verl W. Addison and Minneapolis inspector Douglas R. Solseth were praised for their actions by DOT Secretary Sam Skinner and FAA Administrator James Busey.

On an emergency basis, the FAA revoked the licenses of the three pilots the next day – March 9, 1989 – and they were fired by Northwest shortly afterwards.

Prouse, an acknowledged alcoholic, entered a treatment program after his arrest.

Blood tests taken after the 727 landed showed Prouse had a blood-alcohol level of 0.12%. Former first officer Kirchner's was 0.06%, and former flight engineer Balzer's was 0.07%.

The FAA forbids pilots from operating an aircraft under the influence of any drug or alcohol.

Pilots are forbidden to fly within eight hours of drinking or with a blood-alcohol level of 0.04% or more.

Getting Right Number of Newsletters?

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.

'Tis the Season Holidays Bring Out Headquarters Thieves

As the holidays approach, it's not uncommon for FAAers at Headquarters to have their wallets and purses snatched.

Here are some tips to keep your money and credit cards safe.

→ **Don'ts.** 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.

Never leave valuables in a suitcase, under the mattress or in coat or jacket pockets.

It only takes a thief a few seconds to cause a lot of grief.

→ **Do's.** Keep your purse or wallet with you or locked in a secure drawer or cabinet.

Move coats away from the main office entrance, and treat valuables the same way as cash.

The best location for extra credit cards, excess cash and traveler's checks – if you don't plan to use them that day – is at home.

When traveling on official business, keep government charge cards, excess cash and traveler's checks with you or locked in a hotel safe.



Learning about the Federal Advisory Committee Act Next Course in January

Need a working knowledge of the Federal Advisory Committee Act (FACA) and how it is implemented and managed in a federal agency?

The General Services Administration (GSA) recently developed a three-day training course for federal employees and contractors who do.

Employees at the FAA who would benefit from the course are those directly involved in providing staff support or legal advice to an FAA advisory committee and those serving as the designated federal official for an advisory committee.

Course objectives are to describe basic FACA requirements; state the oversight responsibilities of FACA management; identify types of advisory committees; identify the roles and responsibilities of the key officials associated with FACA management; summarize the responsibilities of the President and Congress regarding FACA; carry out the key steps in committee chartering and management; and identify ethical issues associated with FACA management.

The GSA Training Center in Arlington, VA, will hold the next FACA course from Tuesday, January 29, through Thursday, January 31.

Another course will start on Tuesday, July 23, and end on Thursday, July 25. The cost is \$210.

Pete Murraine, AMS-530, can be contacted on FTS 267-9957 for further information.

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.

Wednesday Deadline. *Intercom* is published weekly.

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

A Way To Help

Boxes for the collection of food to help those in need are now in the building's main lobby, reports the Headquarters Building Management Division, ALG-500.

Contributions of canned and boxed food can be put in the containers for distribution through the General Services Administration.

This government-sponsored program benefits people in the metropolitan area.

Food contributions, which will be collected through the holiday season, are a valuable way of giving a helping hand to those who need it.

Flightplan

EEO and diversity. Employees will be asked for their opinions on how to promote equal employment opportunity and workforce diversity within the DOT and FAA at a special "listening session" on *Monday, November 19*, from 2:30 to 4:30 p.m., in the Nassif Building, room 2230.

DOT Secretary Sam Skinner will attend the last hour of the meeting.

As part of Phase 2 of the National Transportation Policy, "listening sessions" have been held by top DOT officials to hear ideas on a wide range of issues affecting the people of DOT.

NTP Phase 2 staff members Jack Bennett or Ann Mladinov can be contacted for information on upcoming sessions at x66231.

Hispanic coalition. The Capital Chapter of the National Hispanic Coalition of Federal Aviation Administration Employees (NHCFAE) holds its meetings *every third Thursday* of the month.

The next meetings will be held in FAA Headquarters room 516 from 2 to 3 p.m. on *Thursday, November 15*, and at 11 a.m. on *Thursday, December 20*.

Hiring tips. All FAAers are invited to a special seminar entitled "Why Should I Hire You?"

Sponsored by the National Black Coalition of Federal Aviation Employees, the seminar will be held from 11:30

Federal Managers Association HQ Chapter Inaugural Meeting on November 15

FAA Administrator James Busey will attend the inaugural meeting of the Headquarters Chapter of the Federal Managers Association (FMA) on *Thursday, November 15*, at 12:30 p.m. in the third-floor auditorium.

FMA is the oldest and largest professional management organization that represents managers and supervisors in the federal government.

Membership is open to any federal employee who is presently in management or a management team member.

This includes all Headquarters specialists, program managers and resource managers.

Through training and other services, FMA strives for excellence in public service. It is not a labor organization.

With the new Headquarters FMA unit, the FAA will have 26 FMA chapters nationwide.

The network of FMA chapters is organized under an FAA conference. Conference president is Mike Conners, Norfolk tower, and conference treasurer is Ray Cook, Minneapolis enroute center.

In 1978 the FAA formed the first conference within FMA. Since then, many other organizations have organized similar conferences.

Interested in joining the organization or need more information?

Contact Henry Butler, x79140.

a.m. to 1 p.m., on *Monday, November 19*, in conference rooms 8AB.

Connie Hansbrough, ASM-260, will conduct the program.

For more info, call Marcia Adams, x73488, or Aretha Carr, x73883.

AXD awards. The System Development (AXD) organization will hold its first employee awards ceremony on *Friday, November 30*, from 10 a.m. to 12 p.m. in the auditorium.

Health fair. On *Wednesday, November 14*, Headquarters FAAers can talk with representatives from several of the participating health plans at a health fair from 9 a.m. to 4 p.m. in conference room 5ABC.

This year, the Federal Employees Health Benefits (FEHB) open season runs from *Tuesday, November 13*, through *Monday, December 10*.

For more information, contact Ida Mack, x73881, or Barbara Claytor, 73873, AHR-140.

Ski club. The Pentagon Ski Club, open to all federal workers in the greater Washington area, holds its next meetings at 7 p.m. on *Tuesday, November*

20, and Tuesday, December 11, at the Cameron Station Officers' Club, Alexandria.

Prospective members who want an information package or need directions to Cameron Station should call (301) 587-2073.

This year's ski club schedule features first-time visits to Aspen, Innsbruck, Telluride and Whistler/Blackcomb.

The club also plans to return to these favorites: Steamboat, Sugarbush, Tahoe, Tremblant and Utah.

Women's program. The Federal Women's Program Committee (FWPC) holds its monthly meeting at 11 a.m. in the Civil Rights conference room on *Wednesday, December 5*.

A day-long planning meeting is scheduled for *Wednesday, November 14*, in the Nassif building's room 6436. This year's Open House will be on *Friday, December 7*, in conference room 5ABC, from 2 to 3 p.m.

Extra copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

Healthbeat

Pulmonary testing. November is Lung Disease Month, and the FAA clinic offers pulmonary function testing every Wednesday during the month.

The next dates are *November 14, 21 and 28.*

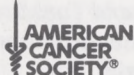
Appointments may be made by stopping by the clinic, room 327.

Literature is available on the lungs, bronchitis, emphysema, pleurisy and pneumonia.

Smokeout. The Great American Smokeout is scheduled for *Thursday, November 15.*

Literature on how to quit smoking, buttons, headless matches and TV star Larry Hagman's special wrist snappin' bracelet are available in the FAA clinic, room 327.

GREAT AMERICAN SMOKEOUT



Chronic disease. Emphysema and chronic bronchitis make up the disease category called chronic obstructive pulmonary disease.

At one time they were viewed as distinct clinical conditions, but it is now clear that in most patients they coexist, although one or the other may predominate.

These are chronic disorders and are characterized by progressive limitations of the flow of air into and out of the lungs.

Early symptoms include mild shortness of breath and slight morning cough. The sputum is usually clear.

During acute respiratory tract infections such as "colds," shortness of breath and coughing may be much more noticeable and the sputum frequently turns a yellow or greenish color.

Episodes of wheezing are likely to occur, especially during or after colds or other respiratory tract infections.

To prevent the onset of chronic ob-

structive lung disease, see a doctor if you have:

→ A persistent or recurring cough – one that hangs on or goes away only to return.

→ A feeling of tightness or pain in the chest.

→ Shortness of breath – sometimes, this may be accompanied by dizziness.

→ General weakness or a tendency to tire easily.

1 up, 2 down. Signs in elevator lobbies remind FAAers to walk up one flight of stairs or down two.

It's an easy way to save energy.

It's also a good method of burning off a few extra calories and cutting down on elevator usage.

New Asian/Pacific-American Employee Group in the Works at FAA Headquarters

Steering Committee Meets on November 28

FAAers with origins in the Asian-Pacific area or interested in nations in that region of the world can join a new organization at FAA Headquarters.

The local employee chapter of FAA's Asian/Pacific-American Committee is seeking members interested in participating in activities and cultural events.

The new group is being planned by the Asian/Pacific-American Steering Committee, which holds its next meeting on *Wednesday, November 28*, at 11:30 a.m. in the MacCracken Room on the 10th floor.

FAAers interesting in joining APAC should send the following information to Ken Chin, ASF-10, room 1000E:

Name, routing symbol, office telephone number, building, room number, native country or country of interest, and mailing address.

People with an Asian/Pacific-American heritage are those with origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent and the Pacific Islands.

This area includes, for example, China, India, Japan, Korea, the Philippine Islands and Samoa.

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21 b.

Combined Federal Campaign Events

CFC Donut Sale

Friday, November 16

Place orders by 12 noon Thursday, November 15.

The goodies will be delivered on Friday between 8 and 9 a.m. in front of the cafeteria.

Benefit: American Humane Association Contact: Jody Miller, x78321, room 511

CFC Donut Sale

Friday, November 23

Place orders by 12 noon Wednesday, November 21.

The goodies will be delivered on Friday between 8 and 9 a.m. in front of the cafeteria.

Benefit: American Humane Association Contact: Jody Miller, x78321, room 511

CFC Donut Sale

Friday, November 30

Place orders by 12 noon Thursday, November 29.

The goodies will be delivered on Friday between 8 and 9 a.m. in front of the cafeteria.

Benefit: American Humane Association Contact: Jody Miller, x78321, room 511

CFC 'Follie' Fashion Show

Friday, November 30, 1 - 3:30 p.m.

FAA Auditorium

Benefit: Arthritis Foundation Contact: Jerry Ard, x78381



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

A Chance To Advance

Women's Executive Leadership Program Accepting Nominations

It's time for candidates for the Women's Executive Leadership (WEL) Program to apply.

FAA supervisors and managers are encouraged to nominate high-potential employees who will bene-

fit from a special year-long program of supervisory and managerial training and development.

The WEL Program, sponsored by the Office of Personnel Management, is for full-time permanent federal employees, GS-11 and GS-12, with less than one year of supervisory experience.

FAAers selected for the program will be away from their positions for approximately four months and will complete the following program components:



➤ **Orientation.** A one-week session held at a residential site to establish a working relationship among
turn to Leadership on page 4

50 Years Later Remembering First

Solo Flight So Long Ago

Al Bazer, chief test pilot, and Jack Distefano and Ken Johnson, flight test pilots, in the Flight Test Branch in Atlantic City were on a routine trip with the Technical Center's Boeing 727 demonstrating the Microwave Landing System at Cardiff, Wales, and London, England.

At least it seemed routine to Bazer and Distefano.

En route from Wales, the crew flew from Cardiff to Iceland and then to Gander, Newfoundland.

From Newfoundland they headed to Bangor, ME. On the crew's final leg to Atlantic City International, they were routed directly over Boston Logan where Johnson's career had begun 50 years ago - to the day.

Johnson, a pilot since age 16, first soloed an old Kinner Fleet B-1 plane on September 8, 1940, at East Boston Airport, now Boston Logan International.

"Ken is everything a person could be
turn to Solo Flight on page 5



Jim Whitley of FAA's Civil Aeromedical Institute gives a preflight check to a Russian visitor, Mark Gallai, a test pilot, engineer and writer, before giving him a spin in the Vertigon.

Going in Circles 'Vertigon' Gives Pilots a Spin and a Lesson

Running at "full speed in circles," the Civil Aeromedical Institute's "Vertigon" gives hundreds of pilots a spin every year, and it makes this point with them all: Spatial disorientation is definitely something to avoid while flying.

turn to Vertigon on page 2

Highlights

Just a Few Days. There are just a few days left to nominate outstanding FAAers for the Administrator's Awards for Excellence in Equal Employment Opportunity.

Turn to *Flightplan* on page 7 for details.

Handicapped Awards. Two Minnesota air traffic facilities have been honored by the state for hiring and helping handicapped people advance their FAA careers.

The awards were presented last month by the state's governor on behalf of the Department of Rehabilitation.

They recognized the efforts of the air traffic control tower at Minneapolis-St. Paul International Airport and the Automated Flight Service Station at Princeton Municipal Airport to hire, train and promote people with physical disabilities.

The program, begun at the Minneapolis tower, involved bringing handicapped people "onboard" as part-time
turn to Highlights on page 2

Vertigon *from page 1*

The Vertigon is a device that teaches pilots about vertigo, its causes, what it feels like under controlled conditions and how to avoid becoming disoriented in the aviation environment. Designed to make believers out of skeptics, the Vertigon does just that.

It is a popular hands-on display at airshows and aviation events across the country.

The CAMI Airman Education Branch in Oklahoma City handles the bookings as a part of their physiological training program for pilots.

Many leave the trainer with a "heightened awareness" of the potentially lethal gremlin, remarking, "It's a real 'eye-opener.' I never would have known that any other way"; and, "I had a flight instructor do that to me once, but I never figured out why!"

While the demonstration takes only about eight minutes, the display is usually booked early with many pilots left looking on, wishing they had arrived sooner.

For them, the audiovisual program explaining vertigo and other physiological topics was the learning vehicle.

Highlights *from page 1*

permanent FAAers. They were first "ghost pilots" in the radar training simulator.

Then they took the air traffic controller exam and were selected for permanent positions at the Princeton AFSS.

Two of the employees, Kathy Crutchfield and John Schweigert, progressed through the program and are assigned to Princeton as developmental air traffic control specialists.

Accepting the award for the FAA were Gerald Fricke, manager of the Princeton AFSS, and Bruce Wagoner, assistant manager, and Tom Gardner, assistant manager-training, Minneapolis tower.

Hispanic Awards. The Atlantic City Technical Center topped the agency by winning the Region/Center of the Year Award from the National Hispanic Coalition of Federal Aviation Administration Employees.

The Tech Center was singled out for the honor for its continuous and strong support by top management of women, minorities and the coalition's activities.

Individual FAAers were also lauded for their contributions to the Hispanic Coalition's objectives. They are:

→ *Joe Alvarez*, Supervisor of the Year, Western-Pacific Region.

→ *John Cotter*, Non-Member Employee of the Year, Eastern Region.

→ *Clark Sharpe*, Civil Rights Officer of the Year, Southern Region.

→ *Marie Portis*, Hispanic Employment Program Manager of the Year, Northwest Mountain Region.

→ *David Pearl*, Honorary Member of the Year, Eastern Region.

→ *John Hay*, Manager of the Year, Eastern Region.

→ *Myrna Rivera*, Executive Board Officer of the Year, Great Lakes Region.

→ *Richard Gomez*, Member of the Year, a former FAAer who now works in mass transportation for the city of Los Angeles.

No Pre-Tests. The FAA does not encourage applicants to prepare for the civil service test for air traffic controller positions by practicing with problems similar to those appearing in that examination.

Why? Because the test is subject to "practice effects," says FAA's Staffing Policy Division, APN-200.

This means that the scores made on the test by those applicants who practice beforehand may not accurately reflect their chances for success as controllers.

Here is a fuller explanation paraphrased from APN-200 in a national policy statement:

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This is of serious concern to the agency because those who pass the test and are selected for positions must then pass through a screening program at the FAA Academy before moving on to positions in air traffic facilities.

The screening process is a further evaluation of an applicant's potential to be a controller.

Only about 60% of those who commence the Academy program actually complete it successfully.

First scores on the examination are good predictors of each person's potential to pass the screening program.

It has been the FAA's experience that those applicants who have taken test practice courses fail the screening process at a greater rate than those who do not formally prepare for the exam.

The best interests of both the air traffic control applicants and the government are served by obtaining the best and most accurate indication possible of each individual's chances for success in this program.

That's why the FAA specifically discourages anyone from practicing for the controller examination with questions and problems similar to those appearing on the test.

The FAA also specifically disclaims the endorsement, approval or sponsorship of any privately offered course or seminar that charges applicants a fee for test preparation services.

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

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

Wednesday Deadline. *Intercom* is published weekly.

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

Tops in Aviation Education

Administrator's 'Championship' Awards Recognize Outstanding Contributions

FAA Administrator James Busey has announced the winners of FAA's national "Championship" Awards for Excellence in Aviation Education.

The awards, presented in cooperation with the National Association of State Aviation Officials, will be presented at the annual convention of the National Congress on Aviation and Space Education in New Orleans on April 4, 1991.

The awards recognize outstanding contributions to the education of students, educators and the public.

"I am pleased that we have an opportunity to recognize these outstanding organizations and individuals who have provided our youth with an exciting education by creating a better understanding of the social and economic importance of aviation," Busey said.

Twenty-one awards based on six categories -- state aviation officials, communities, aviation-industry associations and companies, youth organizations, individuals and educators -- are to be presented.

Here are the winners:

State Aviation Official

Ronald W. Wanner
New Hampshire
Department of Transportation
Concord, NH

State Education Official

Tie

Lorraine Gabel
Oregon Department of Education
Salem, Oregon

Frederick L. Cappello
New Jersey State
Department of Education
Trenton, New Jersey

Community

Aerospace Educational Center
Little Rock, Arkansas

Aviation Industry Association

American Helicopter Society
Alexandria, Virginia

Aviation Industry Company

Northwest Airlines
St. Paul, Minnesota

Youth Organization

Best Contribution
Aviation Hall of Fame
Teterboro, New Jersey

Youth Organization

Best New Program
Museum of Flight
Seattle, Washington

Individual

Tie

Patricia J. Fleener Ryan
Embry Riddle Aeronautical University
Daytona Beach, Florida

Kenneth P. Davis
Midland Park, New Jersey, Public Schools
Hillsdale, New Jersey

Educator

Grades K-3

Barbara L.S. Koscak
Schuchard Elementary School
Utica, Michigan

Educator

Grades 4-6

Karen L. Deike
Hobbs Elementary School
Cheyenne, Wyoming

Educator

Grades 7-9

Karen Burmood
Lewis & Clark Junior High School
Omaha, Nebraska

Educator

Grades 10-12

Tie

Richard Hamlin
Ketchikan High School
Ketchikan, Alaska

Gerald Morano
Newark School District Board of Education
Newark, New Jersey

Educator

Vocational-Technical School

Paul Casella
Aviation High School
Long Island City, New York

Educator

Community College

John K. Corwin
Miami Dade Community College
North Campus
Miami, Florida

Educator

Undergraduate

James R. Constantine
Florida Institute of Technology
Melbourne, Florida

Educator

Graduate

Michele R. Walker
University of North Alabama
Florence, Alabama

Educator

Post Doctoral

Joint award

Richard de Neufville
Massachusetts Institute of Technology
Cambridge, Massachusetts

Amedeo Odondi
Massachusetts Institute of Technology
Cambridge, Massachusetts

'I am pleased that we have an opportunity to recognize outstanding organizations and individuals who have provided our youth with an exciting education by creating a better understanding of the social and economic importance of aviation.'

James Busey
FAA Administrator

'Use or Lose'

January 12 Deadline

Don't miss the Saturday, January 12, deadline to take this year's use-or-lose annual leave. For most federal workers, only 240 hours of annual leave can be carried from one leave year to the next.

Annual leave in excess of that amount is forfeited. Restoration of such leave requires either a determination that the annual leave could not be used due to an emergency or an approval of an "exigency of the public business." Such exigencies are rare, emergency situations outside the normal functions of an organization.

To qualify for restoration, leave must have been scheduled in writing before the beginning of the last three pay periods of the leave year (November 30 of this year). Even employees on sick leave awaiting a disability retirement must schedule their annual leave to avoid possible forfeiture.

At Headquarters, requests for an exigency should be initiated at the office or service level or higher in an organization and submitted to AHR-100 for approval as soon as the exigency occurs, but no later than the beginning of the last two weeks in the leave year (December 28 of this year).

Requests should identify:

→ The situation that precludes the use of scheduled annual leave. Situations such as "workload" and "staff shortages" are not sufficient reasons to declare an exigency of the public business.

→ The dates when the exigency will begin and end.

→ The reasons why only the designated person(s) can perform this emergency responsibility, why overtime cannot be used, why the work is so critical that it has to be done exactly at the time indicated and what would occur if the work is not completed.

Upon AHR-100's approval of the exigency, the leave may be cancelled for the reasons outlined in the request.

After the conclusion of the leave year but no later than February 15, the employee's supervisor must make a request to AHR-100 to have the num-

Leadership Program *continued from page 1*

the participants, agency program coordinators and WEL Program staff.

→ *Individual needs assessment.* Assessments of participants' management skills.

→ *Individual development plan (IDP).* Designing a "blueprint" for each participant's developmental program aided by individual counseling.

→ *Core training I and II.* Residential training courses - one week in Williamsburg, VA, and two weeks in Lancaster, PA - emphasizing the role and responsibilities of management and the participants' management development needs as individuals and as a group.

→ *Developmental work assignments.* Completion, at a minimum, of one 30-day and one 60-day assignment outside the participant's current position.

→ *Cluster group activity.* Set up to strengthen skills, stimulate commitment and explore issues facing supervisors and managers. Each cluster group will make a presentation to the entire class during a three-day session in Washington, DC.

→ *Shadowing assignment.* A one-week "shadowing" of a federal manager, GS-13 or above, to show managerial duties, responsibilities and approaches.

→ *Executive interviews.* Interviewing three federal officials, including a member of the Senior Executive Service (SES) as well as one female manager.

→ *Management readings.* Read-

ing three books on management issues.

ber of hours of leave lost due to the exigency restored to the employee.

The inability to use annual leave due to extended sickness is not an exigency of the public business and does not require the approval of an exigency. However, the employee must request restoration of annual leave.

Order 3600.4, Absence and Leave, paragraph 15, gives the details.



How To Apply

Information on how to apply for this program can be obtained from your office's training contact or from Diane Ables, Employee Relations and Career Development Branch, AHR-140.

Submit nomination packages for Washington Headquarters employees to AHR-140. The deadline is Monday, November 26.

For further information, Washington Headquarters employees should contact Diane Ables, x73880.

Employees in the regions and centers interested in applying should contact regional training offices.

ing three books on management issues.

→ *Program impact paper.* Writing a paper about the career impact of the program and individual progress in meeting program objectives.

→ *Program closeout.* A three-day session in Washington, DC, including graduation, to evaluate the program and to make a transition to their next career phase.

For those at Headquarters, specialists in the Operations Branch, AHR-150, x73870, can answer questions on the process.

Three Weeks, Please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them to room 908, or call x78521.

'Crash' Tests Airport Emergency Plan

Atlantic City Keeps Prepared for Disasters

More than 60 injured people lay on the ground; smoke plumed out of a recently "crashed" air carrier; ambulances, firefighters and rescue squads made their way to the scene; media were present; and sirens whistled.

To those who were just passing by Atlantic City International Airport on October 6, there appeared to have been a major aircraft accident.

Although these events could occur during a crash at an airport, luckily this was only a practice exercise. Because of similar exercises held every three years, the Airport Emergency Response Team is ready if such a tragedy does occur.

Airport manager and assistant manager, Ed Timm and Dick Battaglia, ACT-15, along with emergency specialist Lee Lichtenberger, supervisory duty officer, ACT-15, planned the practice exercise.

The drill involved extensive coordination with the airport and tower personnel, Atlantic County fire and rescue services, the American Red Cross, the New Jersey Air National Guard and the Technical Center fire and rescue departments.

"The year-long planning and preparation for this exercise was evident by the success of the drill," said Technical Center Director Harvey Safeer

"The Technical Center's main concern is to maintain safety in the skies and on the ground (at airports), and this exercise was a means to that end."

The alarm announcing the "accident" involving an air transport went out at 9:20 a.m. on October 6.

The simulation was that the plane lost a left landing gear and skidded 1,500 feet off the runway before coming to a rest in a clearing.

The crash injured approximately 70



Emergency crews responded quickly to help those injured in the airplane 'crash.'

'The year-long planning and preparation for this exercise was evident by the success of the drill.'

Harvey Safeer
Technical Center Director

people, all portrayed by volunteers.

"The first fire truck arrived in a little over two minutes," Battaglia recalls. "Ambulances arrived shortly thereafter." Battaglia also noted that the vol-

unteer ambulance units involved had been told there would be a drill but were not given a specific time.

The "injured" were taken to Atlantic City medical centers and Shore Memorial Hospital to be treated. The Atlantic County Medical Examiners Office set up a morgue in the Center's hangar to transfer the 17 "dead" victims.

Public affairs officer Holly Baker was at the scene to handle media inquiries.

"We feel that exercises like this one and others, including the antihijacking exercise, will prepare our people for positive and effective reactions to actual aircraft emergencies," said Timm.

Thanks to the Technical Center Intercom for this report.

Solo Flight 50 Years Ago *continued from page 1*

in aviation," said Distefano. "He is too modest to admit his total flying hours, but they are in excess of 30,000." That amounts to three-and-a-half years of flying 24 hours-a-day, non-stop.

In his early 20s, Johnson flew DC-3s in the South Pacific and trained navigators and pilots in B-17s and other aircraft used after World War II.

He also flew for non-scheduled airlines and served as personal pilot for the founder of Collins Radio, a well-known aircraft radio and NAVAID Company out of Cedar Rapids, IA.

In 1961, he joined the FAA ranks and has held various positions, including designated flight examiner, flight instructor, flight check pilot, and flight test pilot.

Johnson's son, Roger, followed in his father's footsteps. The younger Johnson received flight instruction from Distefano about 10 years ago and is currently an Air Force fighter weapon instruction pilot flying F-4 Phantoms.

About a week after returning from the microwave landing system demonstrations in Europe, Johnson and Distefano were reminiscing about their recent trip.

Distefano remarked about the coincidence of flying over Boston 50 years to the day of Johnson's first solo flight.

With modest humor Ken replied, "But I soloed in the morning, and we flew over in the evening."

Thanks to the Technical Center Intercom for this report.

Boosting Capacity at the Nation's Airports

*Hundreds of Millions of Dollars More Envisioned for Airport Improvements;
DOT Secretary Skinner Lauds Congress for National Noise Policy*

DOT Secretary Sam Skinner has hailed the recently passed FAA reauthorization bill that includes a national noise policy to phase out the noisiest aircraft and permits local airports to levy passenger facility charges.

These charges are expected to raise billions of dollars to improve aviation capacity and reduce the high levels of congestion at some of the nation's airports.

The Secretary said the agreement, hammered out in late October, "represents the strategic vision this country needs to boost our economy and meet consumer demand in the 1990s and into the 21st century."

The legislation became law on November 5.

Skinner said the law is "pro-environment, pro-capacity and pro-competition. It is the most important aviation legislation since Congress enacted airline deregulation in 1978."

He noted that the authority to impose departure fees will dramatically increase the ability of airports to expand capacity, which is a major step in promoting airline competition.

The law requires the phase-out of some 2,000 of the noisier stage 2 aircraft by December 31, 1999. It also permits DOT to review and approve certain future restrictions that may be placed on quieter stage 3 aircraft.

Skinner noted that both the national noise policy and passenger facility charges were major initiatives in the Administration's National Transportation Policy.

The DOT's comprehensive study of competition in the airline industry, the General Accounting Office's study of aviation capacity and the National Academy of Sci-

**'...the most important
aviation legislation
since Congress enacted
airline deregulation
in 1978.'**

Sam Skinner
DOT Secretary

ence's recent report on the same subject all identified the lack of airport capacity as the single most important obstacle to competition. Passenger facility charges (PFCs) could raise as much as one billion dollars each year for additional airport capacity.

As the Department's Airline Competition Study demonstrated, the additional capacity will result in lower fares, better service and fewer delays.

The ability for airports to begin projects to enhance capacity will be dramatically increased.

For example, here's what several airports could raise annually through passenger facility charges:

→ *Chicago O'Hare and Midway* - \$95 million

→ *Atlanta Hartsfield* - \$69 million

→ *New York City area's Kennedy, LaGuardia and Newark* - \$116 million

→ *Dallas-Fort Worth* - \$67 million

→ *Los Angeles* - \$65 million

Currently the lack of adequate airport and airway capacity in the United States results in frustrating delays for travelers each year, significantly higher fares for travelers at a few concentrated hubs, reduced levels of service and some barriers to new competition.

Air travel demand has increased 65% since deregulation and is expected to double again by 2010.

The last major new airport to open in this country was Dallas-Fort Worth in 1974.

Today 21 airports experience more than 20,000 hours of delay annually, and five experience over 50,000 hours of delay. By 1998 the FAA projects that 41 airports will experience 20,000 or more hours of delay and that 19 will experience over 50,000 hours of delay.

Skinner said the policy "will bring relief to the millions of people who live near airports and are currently impacted by significant aircraft noise.

"The new noise policy will also eliminate the patchwork quilt of local noise restrictions that imposes costs on passengers and the industry and reduces capacity."

Skinner also said that the cost of retiring the older, noisier stage 2 aircraft, spread out over the next decade, will not be overly burdensome to the airlines.

Assuming aircraft are normally used for 25 years, the total cost for airlines to comply with stage 3 requirements by using "hushkits" would be no more than \$870 million over the next 10 years.

Based on current air travel projections, the cost per passenger enplanement would be less than 25 cents during the 1990s.

Currently more than three million people live in areas around airports that are seriously impacted by aviation noise. With the expeditious phaseout of stage 2 aircraft, that number could be reduced to about one million by the year 2000.

The passenger fee authority will give airports added funding sources to pay for soundproofing of affected schools, residences and businesses and for other noise-related purposes.

The noise policy will preserve local community involvement in airport growth while ensuring the transportation system is not affected by unduly burdensome restrictions.



Linette Brice

FAA Remembers

A poem of loss. As a tribute to Linette Mary Sewell Brice, who died after a brief illness on October 22, a coworker penned a poem of loss.

Mrs. Brice was a contract specialist at FAA Headquarters and worked for the agency for 20 years and five days.

She is remembered through this poem written by coworker and friend Robin Melson, Resource Management Branch, ALG-360A:

*Although your space may be filled in the room, your memories are not.
When I look across the room I still see your face in the place.
You were one that could be counted on, to be there when needed.
So rest now, my friend, we'll be together again.
Wonderful things that you have done for us live in our hearts each day,
And keep you near and dear to us, though you have passed away.
We'll love you always, for us you did live.
Not for what you would receive, but only for what you could give.
Everyday we think of you and all the things you used to do.
We know it was God's will, but you are forever with us still.
Even though you are not here, you are never far away.
The memories we have of you grow stronger everyday.
We loved you dear and miss you too, and still inside we've cried.
If love alone could have saved you, you never would have died.
It broke our hearts to lose you, but you did not go alone.
Part of us went with you the day God called you home.*

Linette Brice was born on September 10, 1952, in Washington, DC, to Walter and Lula Sewell, the third of seven children.

She attended District of Columbia public schools and was a graduate of Margaret M. Washington Vocational High School. She was a recent member of FAA's Black Coalition.

Mrs. Brice attended Providence Baptist Church where she was baptized in 1983. She was a member of the Green Pastures Guild.

She was married in 1974 to Kenneth Brice and was the mother of three daughters: Vernisa, Tanya and Christina.

Mrs. Brice is also survived by two sisters, four brothers, a sister-in-law, a brother-in-law, six nephews, four nieces and many relatives and friends.

Flightplan

EEO nominations. FAAers from across the country who have done an outstanding job of advancing the agency's Equal Employment Opportunity goals are eligible to be considered for Special Achievement Awards, FAA's highest honor.

Nominations for top EEO performers should be submitted to the Office of Civil Rights no later than *Friday, November 23.*

Nominations are for EEO accomplishments from October 12, 1989, through September 30, 1990.

For more information on the program and how to nominate an FAAer, contact Al Mendez, ACR-3, x73262.

Asian-Pacific group. FAAers with origins in the Asian-Pacific area or interested in nations in that region of the world can join a new organization at FAA Headquarters.

The local employee chapter of FAA's Asian/Pacific-American Com-

mittee is seeking members interested in participating in activities and cultural events.

The new group is being planned by the Asian/Pacific-American Steering Committee, which holds its next meeting on *Wednesday, November 28,* at 11:30 a.m. in the MacCracken Room on the 10th floor.

FAAers interesting in joining APAC should send the following information to Ken Chin, ASF-10, room 1000E:

Name, routing symbol, office telephone number, building, room number, native country or country of interest, and mailing address.

AXD awards. The System Development (AXD) organization will hold its first employee awards ceremony on *Friday, November 30,* from 10 a.m. to 12 p.m. in the auditorium.

Health benefits. This year, the Federal Employees Health Benefits (FEHB) open season runs through *Monday, December 10.*

For more information, contact Ida Mack, x73881, or Barbara Claytor, 73873, AHR-140.

Women's program. The Federal Women's Program Committee (FWPC) holds its monthly meeting at 11 a.m. in the Civil Rights conference room on *Wednesday, December 5.*

This year's Open House will be on *Friday, December 7,* in conference room 5ABC, from 2 to 3 p.m.

New Earth flick. *Blue Planet,* a breathtaking and eye-opening look at Earth, has opened in the Langley Theatre at the National Air and Space Museum.

The \$5.6-million film, which features footage taken by space shuttle astronauts during five missions, examines the natural and man-made forces affecting Earth's delicate environment.

The IMAX film format is 10 times larger than conventional 35-millimeter film.

Blue Planet joins three other IMAX films, *The Dream Is Alive, To Fly!* and *On the Wing,* on the museum's daily theatre schedule.

Recycle it. The white color of the *Intercom* allows it to be recycled.

Healthbeat

Pulmonary testing. November is Lung Disease Month, and the FAA clinic offers pulmonary function testing every Wednesday during the month.

The next dates are November 21 and 28.

Appointments may be made by stopping by the clinic, room 327. Literature is available on the lungs, bronchitis, emphysema, pleurisy and pneumonia.

Health Insurance. With "open season" here for selecting health insurance plans, the Headquarters Employee Assistance Program (EAP) will sponsor seminars giving employees a chance to find out more about health coverage from the perspective of health care professionals.

The seminars will be held on Tuesday, November 20, at 10 a.m. in room 5C and Tuesday, November 27, at 2 p.m. in room 5C.

Call x73945 to reserve a place.

A panel of specialists in various health care fields will be available to answer questions on general issues about insurance plans.

Panel members will be Sam Hart, Health Awareness Program manager; Ida Mack, employee relations specialist; Jerry Meade, Headquarters EAP manager; and Frank Pirhalla, National EAP manager.

A focus for discussion will be on the advantages/disadvantages of health maintenance organizations versus the traditional health insurance plans. Neither specific comparison nor endorsement of particular plans will be given, but rather generic information about the experience of these professionals with various health-care approaches will be emphasized.

1 up, 2 down. Signs in elevator lobbies remind FAAers to walk up one flight of stairs or down two.



It's an easy way to save energy.

It's also a good method of burning off a few extra calories and cutting down on elevator usage.

Security Quiz

Save Yourself Grief during the Holidays

Getting the right answer to this question can save time, grief and money.

Q. If you leave your office, what should you do with your purse or wallet? What about other "valuables?"

a. Put your purse under your desk or your wallet in your jacket and hang it on a coatrack.

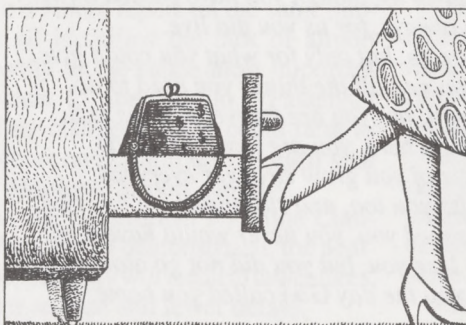
b. Keep your purse or wallet with you or locked in a secure drawer or cabinet.

c. Carry extra cash and credit cards with you.

A. The General Services Administration says "b" is the correct answer for the first part of the question.

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. It only takes a thief a few seconds to cause a lot of grief.



Incidentally, move the office coatrack away from the main office entrance.

As for the "valuables," treat them the same way you would cash.

The best location for any extra credit cards, excess cash and checkbook (if you don't plan to use them that day) is at home. When you think about the time it would take to replace a driver's license, credit cards and checkbook, a few seconds of caution will save hours of problems.

When traveling on official business, keep government charge cards, excess cash 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.

Combined Federal Campaign Events

CFC Donut Sale

Friday, November 23

Place orders by 12 noon Wednesday, November 21.

The goodies will be delivered on Friday between 8 and 9 a.m. in front of the cafeteria.

Benefit: American Humane Association Contact: Jody Miller, x78321, room 511

CFC Donut Sale

Friday, November 30

Place orders by 12 noon Thursday, November 29.

The goodies will be delivered on Friday between 8 and 9 a.m. in front of the cafeteria.

Benefit: American Humane Association Contact: Jody Miller, x78321, room 511

CFC 'Follie' Fashion Show

Friday, November 30, 1 - 3:30 p.m.

FAA Auditorium

Benefit: Arthritis Foundation Contact: Jerry Ard, x78381

'Give It Your Best Shot'

Spann Watson Lauded as 'Elder Statesman,' Gives Advice: 'Don't Be Afraid of Defeat'

"There are those who can, and there are them that can't! Lord, help those poor souls who would never taste sweet victory because they were too afraid of defeat."

That's an old fighter pilot saying -- a message Spann Watson has brought to thousands, young and old, throughout his aviation career.

Watson, the first black to win the "Elder Statesman of Aviation" award from the National Aeronautic Association since the accolade
turn to Spann Watson on page 5



Administrator James Busey congratulates Spann Watson for winning 'Elder Statesman of Aviation' honor.

Photo by Lance Strozier

November 27, 1990



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom



DOT Secretary Sam Skinner fastens a 'Way To Go' pin on George Halladay's lapel in front of a confiscated DC-3 at Allentown-Bethlehem-Easton Airport.

Controllers Help Seize Cocaine

*Pennsylvania's Biggest
Drug Bust*

When air traffic controllers Edwin VanCott and George Halladay reported for work one morning, they never imagined they would be part of the largest drug bust in the history of Pennsylvania, netting 1.5 tons of

cocaine, a stolen DC-3 cargo plane and a drug dealer with a notorious criminal history.

The saga began at 11:45 p.m. on September 21.

The two-man controller crew at Allentown-Bethlehem-Easton International Airport became aware of an unknown aircraft entering the traffic pattern for runway 24 when a Cherokee pilot reported a large aircraft

turn to Drug Bust on page 4

Steele Takes Over Top Security Post

FAA Administrator James Busey has announced the appointment of Orlo Keith Steele, a retired Marine Corps general, as the agency's new Assistant Administrator for Civil Aviation Security.

In the newly created position, Steele, who will report directly to Busey, will
turn to Steele on page 7

Highlights

Afraid? Don't be afraid of change. Look for better ways to do your job.

These are just two tips to improve work at the FAA by using total quality management (TQM).

This issue's "Message from the Administrator" emphasizes TQM's philosophy and FAA's commitment to it.

Find out more on page 3.

Hispanic Recruiting. FAA Headquarters is using a new candidate referral system to help find qualified Hispanics and other minorities for jobs.

The service began last month for Headquarters supervisors and managers and taps into a data base operated
turn to Highlights on page 2

Highlights *from page 1*

by the Fish and Wildlife Service. Here's how it works.

Supervisors and managers can call Fred Williams of the Human Resource Management Division, AHR-100, and request a list of possible candidates for specific jobs.

Williams electronically searches the Fish and Wildlife files and can print out a list of potential job applicants with pertinent information.

Names can also be added to the list by contacting Williams, x77963.

Age 60 Rule Upheld. A Chicago federal appeals court has upheld a 30-year FAA rule that requires commercial airline pilots to retire at the age of 60.

A three-judge panel of the Court of Appeals for the Seventh Circuit voted 2 to 1 on October 31 against a group of airline pilots who wanted to overturn the rule.

In 1988, the same court decided a case in which current and former airline captains asked it to review FAA's denials for an exemption from the age 60 rule.

The court told the agency to again review the petition.

The FAA again refused to grant exemptions to the age 60 rule. The pilots again filed a petition for review in the Seventh Circuit.

After considering the evidence, the court affirmed the FAA's order denying the petitions.

The court said it could not "justify a conclusion that, on average, experience sufficiently offsets possible age-related impairment of health or skills to clearly guarantee a net constancy or increase in safety."

In its opinion, the court criticized the evidence presented by both sides.

While the court said it had seen no compelling evidence that granting exemptions would increase the risk of accidents, it also said it had not seen strong evidence that the experience and skill of a 60-year-old pilot clearly overwhelms the danger of deterioration of piloting skills or sudden incapacitation associated with aging.

Because there was no compelling contrary evidence, the court deferred to the FAA and concluded that the agency's order denying the petitions for exemption was supported by substantial evidence.

The court, however, urged the FAA to increase its efforts to accommodate the pilots' points of view.

Although the court was not prepared to overrule the FAA in a matter of "immense sensitivity," the court said the FAA should not view the age 60 rule as "sacrosanct and untouchable."

United Blamed. The NTSB placed primary blame on United Airlines for an accident that killed 112 people on a DC-10 jetliner last year.

It said the airline failed to detect a flaw in an engine during inspection.

The plane crashed on July 19, 1989, on the runway in Sioux City, IA, after a large metal disk in its tail engine ruptured in flight.

It severed all the plane's hydraulic lines leaving it virtually uncontrollable.

There were 184 survivors.

The part that failed, a heavy titanium disk, broke into two main sections. They were later retrieved from farmland.

The NTSB said the "probable cause" of the accident was the "inadequate consideration given to human factors limitations in the inspection and quality control procedures used by United Airlines' engine overhaul facility which resulted in the failure to detect a fatigue crack originating from a previously undetected metallurgical defect located in a critical area of the stage 1 fan disk that was manufactured by General Electric Aircraft Engines.

"The subsequent catastrophic disintegration of the disk resulted in the

liberation of debris in a pattern of distribution and with energy levels that exceeded the level of protection provided by design features of the hydraulic systems that operate the DC-10's flight controls."

Just more than an hour after United Flight 232—a regularly scheduled Denver to Philadelphia trip with an intermediate stop in Chicago—departed Denver, the flightcrew heard a loud bang at 37,000 feet.

The noise was followed by vibration and airframe shattering. The crew noticed an immediate loss of hydraulic pressure, and the aircraft became very difficult to control.

The stage 1 fan disk of the tail-mounted engine had separated in flight and pieces of metal pierced the tail section and disabled two of the three hydraulic systems.

The third hydraulic system was disabled when portions of that system adjacent to the engine accessory section separated during engine failure.

During the emergency, the three-man cockpit crew was joined by a United check airman who was a passenger on the flight.

About 44 minutes after the engine disk separation, the crew made an emergency landing at Sioux Gateway Airport.

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.

On-Time Performance. In September, the nation's largest airlines recorded their second best on-time performance and set a record for the fewest reports of mishandled baggage.

In releasing its monthly "Air Travel Consumer Report," the DOT said the nation's 12 largest carriers reported that 84.3% of their flights arrived on time in September, compared to 78.5% in August.

The airlines' best performance was two years ago when 85.6% of their flights arrived on time in September 1988.

Reports of mishandled baggage filed

Headquarters

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by passengers against the 12 largest carriers averaged 5.63 per 1,000 passengers in September. The previous best mark of 5.71 was also set in September 1988.

In August, mishandled baggage reports averaged 6.71 per 1,000 passengers.

'Synergistic' Partnership. The FAA and the General Aviation Manufacturers Association (GAMA) have teamed up in a renewed effort to increase public awareness and understanding of the vital role general aviation plays in the national transportation system.

A November proclamation, signed by FAA Administrator James Busey and GAMA President James Gormley, cites the "synergistic effects of a partnership in aviation education which will lead to increased and improved benefits to our nation's educational community and the public at large."

Near Midairs. Three near midair collisions involving NASA astronauts flying T-38A aircraft could have been averted if a second crewmember had been in the cockpit and if the planes had been equipped with more modern communications aids, according to an NTSB investigation.

The NTSB said it found the pilots involved in the first two incidents continued their descents "inadvertently" to the wrong altitude.

The pilot in the third incident said he could not understand the air traffic control radio transmissions that provided altitude clearance.

None of the pilots in any of the incidents wrote altitude clearances on "knee boards" normally used by pilots because "they did not consider the clearances to be of sufficient complexity" to warrant it.

In its recommendations to NASA, the NTSB asked the space agency to encourage the use of a second crewmember on all T-38A flights in non-military airspace in the United States.

At the same time, the NTSB urged NASA to require an additional flightcrew member on all T-38A flights in select high-density terminal airspace,

turn to Highlights on page 6

Message from the Administrator

Total Quality Management Philosophy

Our mission is service to the nation by fostering a safe, secure and efficient aviation system which contributes to national security and the promotion of U.S. aviation.

High quality is absolutely vital to our mission and requires total commitment at all levels to sustain an efficient, effective aviation system and reaffirm U.S. aviation, including industry, as the best in the world.

The following principles of continuous improvement embody our Total Quality Management (TQM) philosophy:

→ Our mission should be reflected in all that we do. If we are doing things that don't support our mission, let's change.

→ Our employees are our most important asset. Provide an environment which assures the dignity of all our employees, encourages them to develop their skills, promotes job pride and satisfaction and rewards initiative and improvement.

→ Listen to your associates and subordinates. Encourage participation in decision making. Promote and recognize team work in all our efforts.

→ Don't be afraid of change. Look for better ways to do business. If the ways we are currently doing our jobs don't make sense, ask questions and make suggestions for improvement.

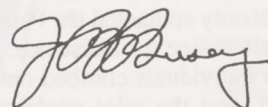
→ Implement improvements to our products and procedures. Publicize the efforts to ensure that the changes are implemented in all our activities. Identify the improvements to other government agencies and private industry so we can all benefit.

→ Provide educational and training opportunities. Actively promote participation by all employees. Train your subordinates.

→ Encourage TQM implementation by our suppliers of equipment and services. Reward improved performance.

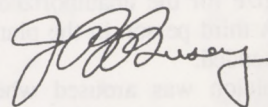
→ Personally lead and reward improvement.

I am deeply committed to these principles and strongly encourage each member of the FAA to make them part of our daily lives.



Total Quality Management Vision

To provide the finest aviation service in the world, as an integral part of the total U.S. transportation system, and be the best Federal employer; continually striving to meet the needs of our customers and our employees.



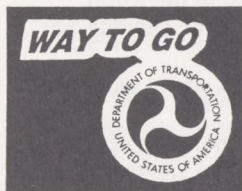
Drug Bust *from page 1*

passing him directly overhead about 500 feet.

"It was so close I could actually see the silhouette pass over my aircraft," said the pilot.

VanCott and Halladay then noticed an unlighted DC-3 approaching for landing on runway 24. The pilot of the aircraft waited to turn on the lights until he was just about over the approach.

"Apparently the aircraft did not have



Red, blue and silver 'Way To Go' pins, similar to this, were awarded to airport drug busters.

its transponder turned on because the DC-3 was never observed on radar," said Halladay.

The controllers then tried to establish radio contact with what they believed was a misguided aircraft.

Halladay repeatedly requested the DC-3 to identify itself but never received a response.

When the aircraft began taxiing off the runway, VanCott signaled it to stop with a light gun. Again, no response.

Growing concerned for the safety of other aircraft preparing to land, VanCott asked airport police to intervene.

The mysterious DC-3 was met at the general aviation ramp by the law.

The police notified the tower that things looked a little "fishy." Halladay immediately contacted the Pennsylvania State Police for assistance.

Two individuals climbed out of the aircraft, and the pilot explained that they landed to refuel.

When asked why they approached the airport without clearance, they replied, "We thought the tower closed down at 11 p.m." The airport maintains round-the-clock operations.

The two fled after telling police they were going to telephone the tower to apologize for the unauthorized landing. A third person in the plane was apprehended.

Suspicion was aroused when the suspect could not produce a pilot's certificate. That, and the fact that the

Tracking down Pilots Who Drink, Drive *New Regulation Lets FAA Check Records*

A new FAA regulation, effective November 29, helps the agency track down and ground pilots involved in alcohol- or drug-related motor vehicle offenses that result in convictions or administrative actions.

The rule helps improve aviation safety by removing "from navigable airspace pilots who demonstrate an unwillingness or inability to comply" with state or local drunk driving laws.

Here's what the new regulation does.

→ Individuals applying for an FAA-required medical certificate must consent to the release of information from the National Driver Register (NDR) enabling the FAA to obtain and review an applicant's motor vehicle offense record.

Information regarding motor vehicle actions occurring more than three years prior to the date of the FAA information request will not be released by the NDR.

→ Pilots must provide a written notification to the FAA of each state or federal alcohol- or drug-related driving conviction or administrative action within 60 days of the action.

→ The FAA can deny an application for a pilot certificate or take action to suspend or revoke an existing certificate if the individual receives two or more alcohol- or drug-related driving convictions or administrative actions within a three-year period after the rule becomes effective.

→ Failure of a pilot to report such a motor vehicle action to the FAA is grounds for denial of a pilot certificate application or suspension/revocation of a pilot certificate.

The new rule adds sharper teeth to older regulations prohibiting flying under the influence of alcohol.

It supplements a longstanding FAA regulation that forbids anyone from acting as a crewmember of a civil aircraft within eight hours after the consumption of alcohol, while under the influence of alcohol or while using any drug that adversely affects performance.

That rule was amended in 1985 to establish a blood alcohol level of .04% or higher by weight as determinative that a crewmember is under the influence of alcohol.

The mysterious DC-3 was met at the general aviation ramp by the law.

paint on the aircraft's registration number seemed "off," prompted police to search the aircraft.

The investigation revealed that the aircraft was transporting the largest cargo of illegal drugs ever seized by Pennsylvania authorities - 1.5 tons of cocaine.

The aircraft had been stolen from the Opa Locka Airport in Miami, FL, several days earlier.

A few days later DOT Secretary Sam Skinner flew to Allentown to commend the controllers and local authorities for their drug-busting prowess.

Skinner presented the controllers, policemen, airport manager and Allentown Tower Manager Ronald Ivey with Department of Transportation "Way To Go" lapel pins at a press conference conducted in front of the confiscated DC-3.

Thanks to Diane Spitaliere, editor of the Eastern Region Intercom, for this report.

Spann Watson on Life: Live it to the Fullest *continued from page 1*

was established in 1954, continues to spread his message. Watson, who joined the FAA in 1965, was honored at an October 30 Aero Club luncheon in Washington.

The event was attended by an enthusiastic crowd of 300, mostly Spann Watson boosters.

While he was in the spotlight, Watson took the opportunity to give advice to minorities and others interested in aviation careers.

He urged them to excel and live life to the fullest.

"If you never try anything, you will never get anything," Watson said. "You've got to give it your best shot."

Spann Watson's government career spans 48 years and four months, including more than 23 years in the military. He plans to retire on or about his 50th anniversary of federal service.

Watson was praised by FAA Administrator James Busey, who attended the ceremony and gave the award to Watson on behalf of the Aero Club.

DOT Secretary Sam Skinner and aviation great Jimmy Doolittle sent letters of congratulations, former Tuskegee Airmen in red jackets showed up to laud their colleague as an Army band played.

"You represent the very best we all hope to be and have demonstrated your firm commitment to achieve the transportation and humanitarian goals of this Department," Skinner said.

Watson's "leadership, distinguished record, tenacity and ability" was lauded by Doolittle. "...you have shone like a guiding light," Doolittle said.

The Aero Club selected Watson for his "lifetime of integrity and service to his country" and his staunch dedication to the "principles of fair treatment and equal opportunity for all."

Watson has a distinguished World War II flying record as an original member of the 99th Fighter Squadron. He subsequently was the national president and primary organizer of "Tuskegee Airmen, Inc.," an organization of Tuskegee-trained military air units.

In 1968 he had a part in organizing Negro Airmen International (NAI), an organization of civilian Afro-American pilots.

He played a key role in the development of the racial integration plan for the Armed Forces that became official U.S. policy.

A prolific reader of aviation material with a sharp mind for remembering aviation events, Watson has become a respected resource at FAA Headquarters for information on blacks in aviation and aviation history.

He brought the "Big Band" sound back to area Air
turn to Watson on page 8



Hundreds of FAAers congratulated Spann Watson at the special awards luncheon.



Spann Watson and his wife Edna, third from left, renewed old friendships with Florence Parrish, wife of the commander of the Tuskegee Military Training Complex, and Elwood Driver, a 99th fighter pilot.



Fellow FAA Headquarters workers Christine Contee and Carol Johnson greeted Spann Watson on his day in the spotlight.

**Photos by
Lance
Strozier**



An enthusiastic crowd of 300 people, including these FAAers, saluted aviation's new 'Elder Statesman.'

Highlights *from page 3*

pending workload reducing avionics upgrades.

At a minimum, the NTSB recommended that the T-38As have an altitude alert feature, navigation and communications hardware and an electronic flight instrument system with weather radar capability.

The NTSB also wants pilots of the T-38A to write down all air traffic control clearances that incorporate altitude changes or restrictions.

It suggested that pilots file preferential routes including "standard terminal arrival routes" in non-military airspace.

In its recommendations to the FAA, the NTSB called for modifications in low altitude and conflict alert facilities so that signals associated with the two alerts are more distinguishable and are directed only to air traffic control positions having immediate control of the aircraft involved.

The NTSB is also asking that all controllers and trainees receive a briefing on the near-midair incident of May 1989 that includes a discussion on proper operating procedures.

The other incidents were in September 1989 and May 1990.

Turkish Aviation Pact. The United States and Turkey signed a new bilateral aviation agreement on November 7 that provides significant economic opportunities for airlines of both countries.

Under the agreement, Turkey will eliminate restrictions on U.S. air transport services between Europe and Turkey.

Major provisions say that each country may designate one or more airlines to operate between the United States and Turkey, and neither country may unilaterally restrict capacity, frequency or type of aircraft used. In addition, each country's airlines may set up sales offices in the other country.

"First-time provisions" in the agreement:

→ Provide for a separate route for all-cargo services, permitting each country three points of its choice. For

Congressional Wrap-Up

FAA Programs Reauthorized, 'Tiltrotor' Funded

After Congress and the White House finished burning the midnight oil and agreed on a federal budget package, many important FAA items, including the agency's reauthorization and budget were passed by the Congress and signed by the President.

FAA-related legislation, which passed in the last week of the session, does the following:

- Reauthorizes FAA programs for two years.
- Appropriates \$4 billion for FAA's operations in the 1991 fiscal year.
- Appropriates \$2.1 billion for FAA facilities and equipment in the 1991 fiscal year.
- Appropriates \$195 million for FAA research, engineering and development in the 1991 fiscal year.
- Appropriates \$1.8 billion for Airport Improvement Program grants in the 1991 fiscal year.
- Appropriates \$10 million for the Airway Science Curriculum Program.
- Sets the user-funded portion of the FAA budget at 75%.
- Allows airports to levy a \$3 passenger facility charge — \$6 per one-way trip, not to exceed \$12 total.
- Raises the passenger ticket tax from 8% to 10%.
- Raises the tax on aviation gas by 3 cents a gallon.
- Raises the tax on jet fuel by 3.5 cents a gallon.
- Raises the air freight tax from 5% to 6.25%.
- Establishes a 10% luxury tax on the purchase of general aviation aircraft costing more than \$250,000.
- Mandates a national noise policy.
- Authorizes full funding of V-22 Osprey tiltrotor development and production. The tiltrotor is a hybrid between a helicopter and a fixed-wing aircraft that shows promise for commuter operations between cities.
- Requires rulemaking on increasing slots at particular airports.
- Implements many of the recommendations of the President's Commission on Aviation Security.
- Requires the development of a system of staffed auxiliary flight service stations.
- Encourages the development of former military airports.

combination services, the United States has rights to Ankara, Istanbul and Izmir, and Turkey can choose three U.S. points.

→ Cover charters, which are subject to the rules of the country in which the traffic originates.

→ Contain the U.S. model computer reservation systems (CRS) language, to assure non-discrimination within and competition among CRS systems.

Right Number? At FAA Headquarters, Management Systems administers the distribution of the *Intercom* on an

"all employee count" basis. 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.

Extra Copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

Flightplan

Health benefits. This year, the Federal Employees Health Benefits (FEHB) open season runs through Monday, December 10.

For more information, contact Ida Mack, x73881, or Barbara Claytor, 73873, AHR-140.

EEO meeting. FAA's grievance system is the topic for the next meeting of Headquarters EEO counselors and investigators.

It begins at 2 p.m. on Wednesday, December 5, in the Civil Rights conference room.

For more information contact Tina Mallory-Stephens, x73253.

Holiday party. The National Black Coalition of Federal Aviation Employees' holiday party is Friday, December 21, beginning at 5 p.m.

The first of a planned annual event will be held at the Holiday Inn - Southwest, 550 C Street, SW.

For reservations, contact Dianne Speed, x73442, or Aretha Carr, x73883, by Friday, December 14.

Women's program. The Federal Women's Program Committee (FWPC) holds its monthly meeting at 11 a.m. in the Civil Rights conference room on Wednesday, December 5.

This year's Open House will be on Friday, December 7, in conference room 5ABC, from 2 to 3 p.m.

Naomi Bryant, x79560, is chairing the program.

FACA course. Need a working knowledge of the Federal Advisory Committee Act (FACA) and how it is implemented and managed in a federal agency?

The General Services Administration (GSA) recently developed a three-day training course for federal employees and contractors who do.

Employees at the FAA who would benefit from the course are those directly involved in providing staff support or legal advice to an FAA advisory committee and those serving as the designated federal official for an advisory committee.

The GSA Training Center in Arlington, VA, will hold the next FACA

course from Tuesday, January 29, through Thursday, January 31. Another course will start on Tuesday, July 23, and end on Thursday, July 25. The cost is \$210.

Pete Murraine, AMS-530, can be contacted on x79957 for further information.

Healthbeat

Health insurance. With "open season" here for selecting health insurance plans, the Headquarters Employee Assistance Program (EAP) will sponsor a seminar giving employees a chance to find out more about health coverage from the perspective of health care professionals.

It will be held on Tuesday, November 27, at 2 p.m. in room 5C. Call x73945 to reserve a place.

A panel of specialists in various health care fields will be available to answer

questions about insurance plans.

Panel members will be Sam Hart, Health Awareness Program manager; Ida Mack, employee relations specialist; Jerry Meade, Headquarters EAP manager; and Frank Pirhalla, National EAP manager.

A focus for discussion will be on the advantages/disadvantages of health maintenance organizations versus the traditional health insurance plans. Neither specific comparison nor endorsement of particular plans will be given, but rather generic information about the experience of these professionals with various health-care approaches will be emphasized.

1 up, 2 down. Signs in elevator lobbies remind FAAers to walk up one flight of stairs or down two.

It's an easy way to save energy.

It's also a good method of burning off a few extra calories and cutting down on elevator usage.

Steele Takes Over Security Post *from page 1*



Orlo Keith Steele

oversee the agency's efforts to prevent criminal attacks on U.S. aircraft and other aviation interests both here and abroad.

The position was established as the result of a recommendation made by the President's Commission on Aviation Security and Terrorism.

At various points in his career, Steele was involved in planning and managing the security and anti-terrorism training of Navy and Marine personnel charged with protecting ships, tactical airfields and naval installations.

He also shared security and anti-terrorism oversight responsibilities as the Marine Corps Inspector General, the position he held from September 1989 until his recent retirement.

Steele, 58, retired on October 1 after 35 years of service, with the rank of major general.

In announcing Steele's appointment, Busey said: "The FAA is fortunate indeed to be getting the services of this man of wide and valuable experience. He has served his country well in the Marine Corps, and he will continue to serve it well in the FAA."

Steele was born in Oakland, CA, and was graduated from Stanford University in 1955 with a degree in political science.

He enlisted in the Marine Corps later in 1955 and was commissioned a second lieutenant after completion of the officer candidate course.

His career included a tour of duty in Vietnam in 1967 and 1968, where he earned a Bronze Star with a "V" for valor in combat.

He was commanding general of the 2d Marine Division at Camp Lejeune, NC, before becoming the Marine Corps Inspector General.

Santa Gets a Boost from His FAA Friends

Washington-area children who otherwise might go without gifts for the holidays have a lot of FAA "Santas."

Scores of Headquarters employees contributed to the annual dolly fashion show and stocking collection, which took place recently on the 5th floor.

Contributions went through the roof this year. FAAers dressed 100 dolls for the Salvation Army to give away next month. They also contributed 60 stockings stuffed with toys to make some area children's holidays happier.

Bobbie Smith, AIR-120, again organized the group of givers.

She ordered the dolls and empty stockings from the charity and matched them up with employees who were willing to turn them into finished presents.

"I was amazed at the way people responded," she said. "People really like to help others. They want to do something to make a difference."

The Salvation Army's Director of Social Services, Robert Hartsook, and Assistant Director of Auxiliaries, Joyce Hartsook, were on hand to receive the newly finished toys.

A city-wide judging of dolls that were dressed in handmade outfits is taking place again this year. Judges are picking winners in ten categories - from bridal attire to toddlers' dress.

All the dressed dolls and toys collected in the drive will be on display at the Salvation Army toy center, 711 4th Street NW, on Saturday, December 11, from 12 noon to 2 p.m.

The phone number is (202) 783-9085.



Left to right: Esther Williams, Nikole Thomas, Bobbie Smith, Mary Jo Blount, Renton Bean, Leslie Morin, Alice Payne, Naomi Bryant, Shirley Pittman, Patricia Lindsay and Jeane Hinton, all from Headquarters Aircraft Certification Service.

Bobbie Smith, AIR-120, and Fran Hyatt, APR-500 (left photo).



Talita Bell's mom, Mrs. Dandridge; Barbara Brown, AAA; and Janis Pressley, former FAAer (right photo).



Left to right: Randy Montgomery, Mary Bobb, Lelia Burgess, Ben Burton, Susan Yagoda, Talita Bell, Alisa Brown and Stacey Helmer, all of Headquarters Flight Standards Service.

Watson continued from page 5
Force officers clubs through the 1980s for "scholarship spectaculars" - events that raised tens of thousands of dollars for the local Tuskegee Airmen chapter.

As a member and president of the local Air Force Association chapter at Andrews Air Force Base, he also sponsored "Big Band" spectaculars for the "Salute to the Armed Forces" and to honor the Air Force's Thunderbirds,

Navy's Blue Angels precision flying teams and the Army's Golden Knights.

Watson's "Harvest Moon Balls" in conjunction with the Veterans holiday programs brought "dual Big Bands" to these affairs.

Scores of ROTC and Junior ROTC students from the Washington and Prince Georges County area were invited to the events where they had a chance to meet members of the crack

flying teams, some of the country's aviation greats and military pilots from across the country.

Watson began his 25-year agency career at FAA Headquarters in the Office of Compliance and Security, the forerunner of the Office of Civil Rights.

He became an air traffic specialist a few years later and is still at Headquarters working for Air Traffic Systems Management, ATM-420.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Highlights

Rave Review. Air traffic controller Gwen Godfrey has nothing but good comments about the Women's Executive Leadership (WEL) Program. Find out more on page 3.

Women, Minorities Hired. Half of the new employees hired by the System Engineering and Development organization (ASD) since June 1 at Headquarters have been women and minorities.

To help ASD exceed its hiring goals
turn to Highlights on page 2

Legal Eagles

Quinn Moves to FAA, Walden to White House

Ken Quinn has been selected as FAA's new Chief Counsel, a position he takes over in January.

Quinn, a native of Chicago, has been counselor to DOT Secretary Sam Skinner since February 1989.

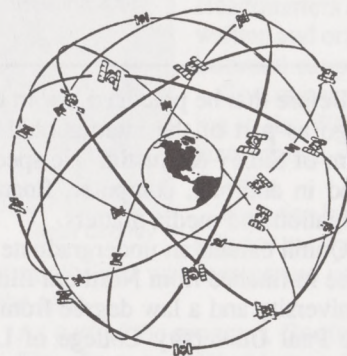
In that capacity, he has been responsible for serving as a confidential advisor to the Secretary on a number of airline industry economic issues, including mergers, acquisitions, foreign ownership and energy issues.

Quinn also has served as the primary liaison between the Secretary's office and the FAA.

FAA Administrator James Busey says he's "delighted" that Quinn is
turn to Chief Counsel on page 2



Ken Quinn



Globe-Girdling Satellites

FAA, Soviet Union Aiming for Joint Space Navigation Network

The FAA and the Soviet Union's ministries of civil aviation and radio industry are making "substantial progress" in their efforts to develop civil systems that can use signals from U.S.

and Soviet satellite navigation networks.

Both systems are designed to provide air, marine and land users with a worldwide, three-dimensional navigation and positioning capability by the early 1990s.

The two systems are satellite-based navigational aids that will enable properly equipped users to navigate at a high level of accuracy.

The immediate benefits to civil aviation will be more accurate navigation on transoceanic flights.

"We are well on the way to resolving the technical issues essential to the
turn to Satellites on page 6

Major Federal Pay Reform in the Works

The final federal budget, which Congress and the White House haggled over for months, is now law and includes a top-to-bottom reform of the federal employees pay system.

The legislation, which was signed into law on November 5, includes a 4.1% federal pay raise. The increase, a half percent larger than the last pay increase, starts in January.

Here are other highlights:

Future raises. Federal workers will receive an adjustment equal to the Labor Department's employment cost index

Find your 1991 pay on page 5.

(ECI) in the 1992 and 1993 fiscal years and then an ECI minus 0.5% for 1994 and beyond.

The President could alter the adjustment for fiscal 1992-94 - but only in
turn to Pay Reform on page 5

Computer Ripoff

Thieves Hit Headquarters

Within the last two months, tens of thousands of dollars worth of FAA computer equipment, related software and other electronic items have been stolen from Headquarters offices.

Individual employees have lost hundreds of dollars to thieves operating within the building who target unattended purses, bags and wallets.

DOT's Office of Security, M-70, and
turn to Ripoff on page 4

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Quinn Named Chief Counsel *continued from page 1*

joining the agency and praised his "thorough working knowledge of new legislation affecting the FAA, such as the authorization of passenger facility charges, a new national noise policy, aviation security and the civil penalty program."

Quinn replaces Greg Walden, the agency's Chief Counsel since May 1988. Walden takes a White House position becoming Associate Counsel to the President in January.

"Greg has provided invaluable counsel to me and the agency's senior executives," Busey said. "Our team will miss him."

FAA Deputy Administrator Barry L. Harris, who worked closely with Walden, described the outgoing Chief Counsel as "one of the most capable attorneys I've ever worked with."

"I am constantly impressed by Greg's professionalism and commitment in circumstances others would have found impossible. The White House is getting a good man," Harris said.

Before going to the DOT, new Chief Counsel Quinn served as a senior advisor to the office of then President-Elect Bush, where he acted as an advisor on confirmation and transition matters.

Highlights *from page 1*

for the 1990 fiscal year, the organization recruited at a scientific and technical job fair held in late June in Washington, DC.

As a result of the job fair, 31 employees joined ASD's ranks - 16 were women and minorities.

ASD also has firm commitments for another seven new employees - five are female and minorities.

The newly filled positions include electronic and general engineers and operations research and computer systems analysts.

In November, ASD Associate Administrator Marty Pozesky hosted a welcome reception for the new FAAers.

"The new employees have brought a great deal of experience and talent to the ASD organization, and we look forward to working with each of them," Pozesky said.

Ken Quinn has 'a thorough working knowledge of new legislation affecting the FAA...'

James Busey
FAA Administrator

Before that he practiced law in Chicago as part of the international law firm of Sidley & Austin. He specialized in antitrust, computer, financial litigation and media matters.

Quinn earned an undergraduate degree in finance from Northern Illinois University and a law degree from the De Paul University College of Law, where he served as editor of the *De Paul Law Review* and *The International Law Journal*.

He received his pilot's license in November.

Quinn lives in Alexandria, VA, with his wife Mary and two daughters, Brigid and Caitlin.

Human Factors Update. The FAA has issued a draft national plan designed to improve aviation safety through a better understanding of human factors.

It marks the first step aimed at bringing together research underway in government agencies, the academic community and the aviation industry.

Statistics show that human error was identified as either the direct or con-

tributing cause in 66% of airline accidents.

Objectives of the 40-page plan include:

→ Developing better techniques for the assessment of human performance in the aviation system.

→ Determining the most effective means of air-ground, pilot-controller communication within the national airspace system.

→ Encouraging the development of aviation controls, displays and work stations that are easier for people to use.

→ Developing guidelines to determine the most appropriate roles for controllers and computers.

"The publication of this national planning document represents an unprecedented effort for the human factors field," FAA Administrator James Busey said.

"But this is only the beginning. When implemented, this plan will lead to significant improvements in overall system safety, efficiency and capacity," Busey said.

The plan, was developed in partnership with NASA and with assistance from the Department of Defense.

It addresses a major initiative contained in the DOT's National Transportation Policy, a comprehensive strategy to maintain, modernize and expand the nation's infrastructure and advance transportation into the 21st century.

Strict Honoraria Ban. Starting January 1, FAAers and other federal workers who moonlight as occasional writers, critics or lecturers must stop taking pay or gifts for their services or face fines of up to \$10,000.

The ban is strict.

The law says that no representative or officer or employee of the government may receive honorarium, which is defined as any money or thing of value for any speech, appearance or writing, excluding travel expenses.

There is no exception for speeches, appearances or writings on matters that are totally unrelated to one's government job.

Many government legal experts

Headquarters
Intercom

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believe the ban doesn't cover people with contracts to write or lecture on a regular basis. Nor would it apply to people who write books where the earnings are based on royalties.

Although there has been talk in Congress about modifying the honoraria ban in the Ethics Reform Act, Congress didn't take any action to change the absolute prohibition before it adjourned in October.

The new Congress doesn't get down to business until late January.

For more information, contact the chief counsel and regional counsel offices.

Send It In. FAAers, who received the 1990 Job Satisfaction Survey, are urged to fill it out and send it in.

About 8,000 FAAers nationwide were randomly picked to receive it.

As in the past, the results will provide senior-level management with agencywide information about employee concerns and help assess progress toward improving job satisfaction.

"Because only a part of the agency received the survey, it is very important that everyone who has been selected completes the survey," says Fanny Rivera, manager of the Human Resource Management Division.

"Please take the time, today if possible, to complete and return the survey.

"This is your opportunity to communicate directly to senior-level management," she emphasized.

This year marks the fourth time the biennial survey has been administered. The first time was in 1984.

New Overnight Contract. FAAers and other federal workers will switch to Federal Express to ship domestic overnight packages in 1991.

The General Services Administration recently awarded the contract to Federal Express which underbid the current carrier, Airborne Freight, by \$7.6 million or about 23% less.

The Federal Express contract totals \$25.6 million governmentwide.

Federal Express will charge \$3.75 to haul a package weighing less than eight ounces.

Reaching Your Potential

'WEL' Works Well for Controller Gwen Godfrey

"Always push yourself to your full potential and don't be afraid to take risks."

That advice comes from Gwen Godfrey, an air traffic control specialist and current participant in FAA's Women's Executive Leadership (WEL) Program.

Godfrey says the program has given her an opportunity to evaluate her strengths and weaknesses, take a hard look at career choices, gain visibility and exposure to Washington Headquarters and other regional FAAers, improve her written and oral communications and set up formal and informal support networks.



Gwen Godfrey

Godfrey, one of 10 FAA women who are participating in the WEL Program during the 1990 fiscal year, learned that people need to be more organized and flexible.

The year-long program has taught the former secretary not to be afraid to participate, know other people's strengths and weaknesses and use those strengths to the best advantage, she says.

As part of the program, Godfrey conducted five executive interviews.

She chose two Washington Headquarter's executives to interview: Brooks Goldman, Associate Administrator for Administration, and Robert Whittington, formerly Executive Director for Administration and Resource Management.

Godfrey also "shadowed" Carolyn Blum, Director, Logistics Service, for one week.

Following Blum was the most enjoyable part of her experience, Godfrey recalls.

"She was great! She is very personable and cares about people," Godfrey says of Blum.

Godfrey, who works at the Princeton Automated Flight Service Station near Minneapolis, said she learned from Blum that you can be feminine and assertive at the same time. It's okay to have a difference of opinion - you don't always have to agree with others.

Describing her experience as "great," Godfrey encourages others to apply for this career enhancement program.

Godfrey started with the FAA in 1975 as a stay-in-school employee and in 1982 left the secretarial field to begin a career in air traffic.

For more information on the WEL Program, Washington Headquarters employees should contact Diane Ables, x73880.

FAAers in the regions and centers should contact regional training offices.

Thanks to Barbara Brown, AHD-220, for this report.

It's okay to have a difference of opinion - you don't always have to agree.

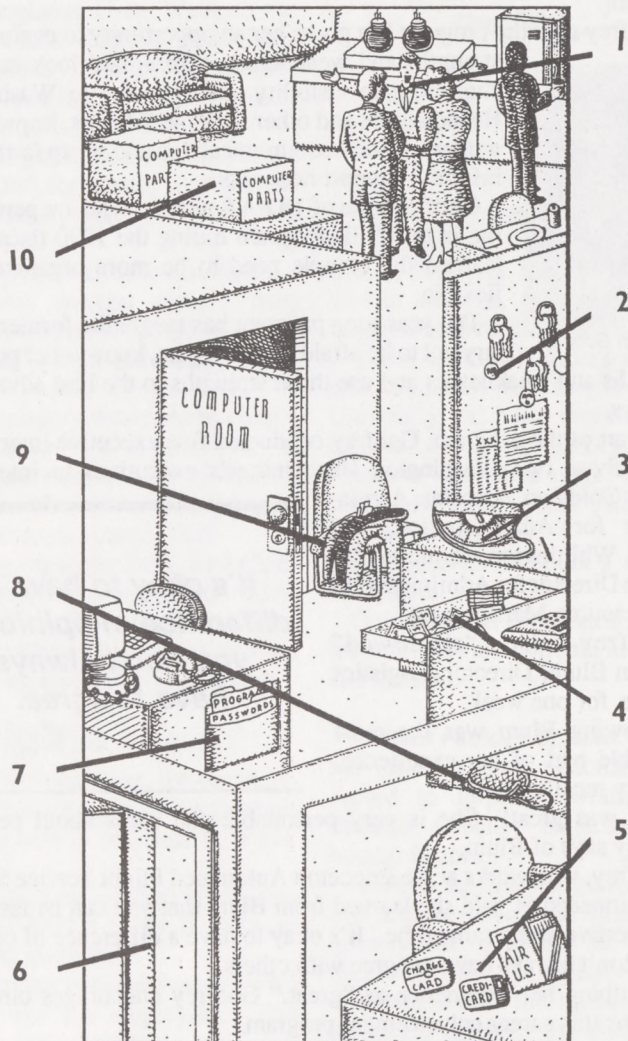


A Thief's Dream Office

This office is a dream come true for a thief, but it's a nightmare for people who work in it.

Can you find the common faults that make it an easy target for ripoff artists?

Give it a try. Then check your answers with the ones below.



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 an unlocked desk drawer.
5. Airline tickets and credit cards set aside on top of a desk instead of in a locked drawer or safe.
6. An 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.

Ripoff *continued from page 1*

the FAA Office of Civil Aviation Security Operations, ACO, are working together to stop thefts and are urging all employees to do their part to stop crime.

M-70 and ACO say they are going to stop thefts in FOB-10A and apprehend and prosecute those who are responsible, but they need the help and cooperation of all Headquarters employees to work together to take a "bite out of crime."

Security officials say it is the responsibility of individual users to make sure



that high-value equipment and software, such as computers - especially laptop versions - are properly secured when left unattended.

This means locking the equipment in a secure room or securing it with an approved cable tie-down or similar locking device.

Never leave personal property unattended unless you are willing to risk loss.

The government is not responsible for personal property loss, so it's up to each employee to use common sense in protecting valuables from theft.

Need Security Help?

FAAers are urged to report suspicious activity to the security guard desk in the main lobby, or call x78829.

Need help in securing government property?

Contact Larry Dominguez, DOT M-74, x64686, or Michael Anderson, ACO-325, x73959.

General Schedule Pay Rates for 1991

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GS-1	\$11,015	\$11,383	\$11,749	\$12,114	\$12,482	\$12,697	\$13,058	\$13,422	\$13,439	\$13,776
GS-2	12,385	12,679	13,090	13,439	13,590	13,990	14,390	14,790	15,190	15,590
GS-3	13,515	13,966	14,417	14,868	15,319	15,770	16,221	16,672	17,123	17,574
GS-4	15,171	15,677	16,183	16,689	17,195	17,701	18,207	18,713	19,219	19,725
GS-5	16,973	17,539	18,105	18,671	19,237	19,803	20,369	20,935	21,501	22,067
GS-6	18,919	19,550	20,181	20,812	21,443	22,074	22,705	23,336	23,967	24,598
GS-7	21,023	21,724	22,425	23,126	23,827	24,528	25,229	25,930	26,631	27,332
GS-8	23,284	24,060	24,836	25,612	26,388	27,164	27,940	28,716	29,492	30,268
GS-9	25,717	26,574	27,431	28,288	29,145	30,002	30,859	31,716	32,573	33,430
GS-10	28,322	29,266	30,210	31,154	32,098	33,042	33,986	34,930	35,874	36,818
GS-11	31,116	32,153	33,190	34,227	35,264	36,301	37,338	38,375	39,412	40,449
GS-12	37,294	38,537	39,780	41,023	42,266	43,509	44,752	45,995	47,238	48,481
GS-13	44,348	45,826	47,304	48,782	50,260	51,738	53,216	54,694	56,172	57,650
GS-14	52,406	54,153	55,900	57,647	59,394	61,141	62,888	64,635	66,382	68,129
GS-15	61,643	63,698	65,753	67,808	69,863	71,918	73,973	76,028	78,083	80,138
GS-16	72,298	74,708	77,118	79,528	81,936	82,697	85,060	87,424	89,787	
GS-17	83,032	85,800	88,568	91,336	94,104					
GS-18	97,317									

Pay Reform Okayed, Major Changes on the Way *from page 1*

the event of war or if the Gross National Product showed negative growth for two consecutive quarters.

And, if the raise indicated was higher than 5%, the President could not adjust it below 5%.

Beginning in the 1995 fiscal year, the President will once again have authority to limit the annual increase unless Congress votes otherwise.

Locality pay. Starting in the 1994 fiscal year, a locality pay structure will kick in.

This will help the government close the pay gap with the private sector — currently about 30% nationwide.

In the 1994 fiscal year, federal employees in localities with a gap of 5% or more will have that gap closed by at least a fifth as long as the cost to the government is not more than \$1.8 billion.

If the cost is above that amount, the \$1.8 billion can be increased at the President's discretion.

For subsequent fiscal years, the President must close up the gap by one-tenth a year, payable in January, until the gap in a given area is no greater than 5%. Beginning in the 1995 fiscal year, however, the President can alter these pay adjustments if economic conditions require it.

These locality adjustments are in addition to regular (ECI) annual pay raises.

Geographic adjustments. Adjustments of up to 8% of base pay may be paid in areas with both significant federal/nonfederal pay disparities and recruitment or retention problems.

Originally meant for New York, Los Angeles and San Francisco in the Administration's pay reform bill, no specific geographic areas were identified in the final law.

If the President authorizes pay adjustments, they must commence no later than January 1, 1994.

Special pay systems. The Office of Personnel Management can create special pay systems for occupations that are "incompatible" with the general schedule.

Congress mentioned firefighting and health care but did not preclude other job series.

Dual compensation. Now allowed is an Office of Personnel Management waiver — on a case-by-case basis — of the "dual-compensation" law that

would otherwise reduce the salary of re-employed retirees for positions where there is "exceptional difficulty" in recruiting and retention.

Labor and management. The Office of Personnel Management will create a labor-management committee to advise on strengthening the link between pay and performance, with a goal of implementing a new merit pay system by October 1, 1993.

Time off. Time off from duty can be given as an award in recognition of superior accomplishment.

Pay incentives. Also allowed are the payment of performance-based cash awards of up to 10% of an employee's base pay and up to 20% in exceptional circumstances.

Allowances and bonuses. Retention allowances and recruitment or relocation bonuses of up to 25% of base pay will be allowed.

Supervisory differentials. Special differentials will be allowed for supervisors whose pay would otherwise be less than that of a subordinate paid under a different pay system.

Special rates. The maximum payable under special rate authority was increased to approximately 60% above the tenth step of a grade.

Critical jobs. Special pay ranging to that of Executive Level I is now allowed for up to 800 critical positions governmentwide.

A Way To Help

Boxes for the collection of canned and boxed food to help those in need are now in the Headquarters building's main lobby.

This General Services Administration sponsored program benefits people in the metropolitan area.

III. G.F.

Satellites *from page 1*

eventual development of performance standards for common use of satellite navigation equipment," FAA Administrator James Busey said.

In April 1989 the two countries agreed on a six-phase technical program to pursue the development of minimum operational performance standards for a satellite navigation receiver using signals from the U.S. Global Positioning System (GPS) and the U.S.S.R. Global Navigation Satellite System (GLONASS).

The directors of the Soviet ministries of civil aviation and radio industry



said, "We must satisfy the requirements of all users of global satellite navigation with a more effective and economical future system through the joint use of the GPS-GLONASS systems."

Since the agreement was reached, GPS and GLONASS interface control documents setting forth national technical specifications for each system have been exchanged.

In addition, U.S. and Soviet representatives have met to discuss and resolve technical problems.

The success of the government-to-government program has paved the way for industry-to-industry cooperation.

Recently Northwest Airlines, Honeywell and Soviet industry announced a joint venture to explore the benefits and possible development of an integrated GPS/GLONASS satellite navigation receiver for international civil aviation.

Within the next six months, Soviet-built GLONASS and U.S.-manufactured GPS aviation receivers will be exchanged to support government laboratory data collection and analysis, and both types of receivers will be installed by industry on a Boeing 747 for operational data collection and evaluation.

Recycle It. The white color of the *Intercom* allows it to be recycled.

Predicting Air Traffic

New Computer System To Help Controllers Reduce Aviation Congestion and Delays

A new computer system, which goes on line in January, will predict aviation traffic demands throughout the nation and permit FAA's traffic managers to make decisions to reduce aircraft congestion and delays.

It's called the Enhanced Traffic Management System (ETMS). Begun in 1988 as part of the FAA's National Airspace System modernization program, ETMS will be used by traffic management specialists in air route traffic control centers to monitor and maintain an efficient flow of air traffic.

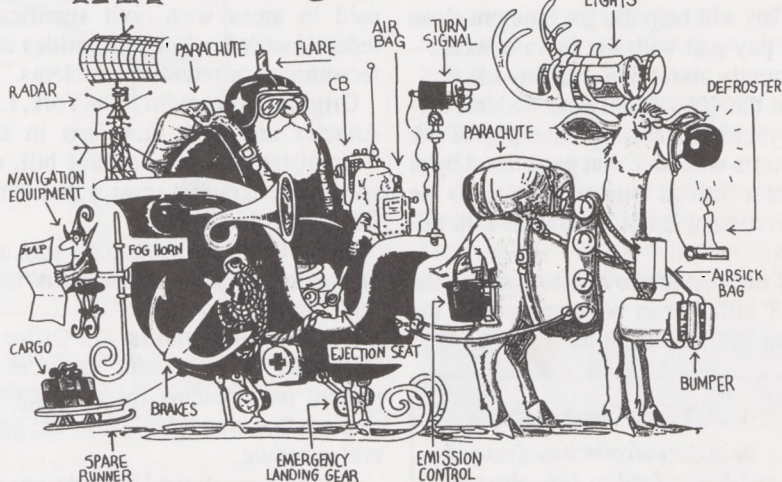
"This system marks a major milestone in our efforts to relieve congestion at many of our nation's airports," FAA Administrator James Busey said in announcing the completion of the ETMS.

"It will permit us to project the traffic several hours in advance and to provide relief when it is needed. It won't answer all of our problems, but it will help to keep our system efficient and our skies safe," he added.

The ETMS combines the Aircraft Situation Display (ASD), which visually displays airborne traffic either nationwide or by specific sector, with "monitor alert." Monitor alert collects flight data from the nation's 20 enroute centers and projects the demand for services throughout the entire air traffic control system.

If the projected demand exceeds capacity limits, an alert is generated and traffic levels predicted so that managers can take action to reduce congestion and resultant delays.

THE FAA APPROVED SANTA:



Mr. Claus Gets a Little Help from the FAA

When editorial cartoonist Steve Sack drew this FAA spoof several years ago, he had no idea how popular this regulated Santa would become. It frequently crops up on greetings from aviation firms. Sacks, who works for the Minneapolis Star-Tribune, says it's one of his favorites, too.

III. 25'

Healthbeat

1 up, 2 down. Signs in elevator lobbies remind FAAers to walk up one flight of stairs or down two.

It's an easy way to save energy.

It's also a good method of burning off a few extra calories and cutting down on elevator usage.

Safe holiday. Alcohol and drugs are a major factor in fatal motor vehicle crashes.

Here's a grim statistic from the National Safety Council: There is a fatal alcohol-related accident every 24 seconds in the United States at a total cost of \$16 billion annually.

For a safer holiday, the council suggests these recipes that add cheer without alcohol.

HOT CRAN-APPLE CIDER

2 qts. apple cider
1/2 c. brown sugar
1 1/2 tsp. whole cloves
1 1/2 qts. cranberry cocktail
3 cinnamon sticks (4" each)

Heat entire mixture to boiling; reduce heat and simmer 15-20 minutes. Strain. Yields 25 1/2 cup servings.

GRAPEFRUIT BLUSH

1 can (6 oz.) frozen concentrated grapefruit juice, thawed
1 bottle (28 oz.) club soda, chilled
2 tsp. grenadine syrup
1 tbsp. honey
fresh mint

In large pitcher combine grapefruit juice concentrate, grenadine and honey; mix well. Just before serving, stir in club soda; add ice. Garnish with fresh mint. Yields 4 servings.

QUICK ORANGE EGG NOG

4 cans (6 oz. each) frozen orange juice concentrate, thawed
2 qts. milk
2 qts. bottled egg nog

Pour orange juice concentrate into punch bowl, add milk and beat with rotary beater until blended. Stir in egg nog. Yields about 40 1/2 cup servings.

CAFE AU LAIT SHAKE

1 tsp. instant coffee
2 c. cold milk
6 ice cubes
1 tsp. sugar
3/4 tsp. vanilla

Combine all ingredients in a blender (approved for ice cubes). Blend until smooth. Pour into tall glasses. Yields 2 servings.

People

Veterans honored. "Today we meet to honor our own. We singled out this day -- a special day -- for our own tribute to DOT veterans," said DOT Secretary Sam Skinner to the audience at the Department's first Veterans Day ceremony.

Skinner presented 15 special awards to DOT vets, including two FAAers -- *Spann Watson*, air traffic specialist in Air Traffic Systems Management (ATM-420), and *Ron Webb*, Office of the Administrator.

Watson, of Tuskegee Airmen fame, served 23 years in the military.

Webb was a prisoner of war in Hanoi for six years. He retired from the Air Force with 25 years of service.

In all, Skinner honored 150 of the Department's veterans with scrolls.

The U.S. Coast Guard Brass Quintet and the U.S. Army Chorale helped make the Veterans Day ceremony a special occasion as they entertained a packed house with a medley of patriotic songs.

FAA's third-floor auditorium was decked out for the event with a gigantic flag as its centerpiece.

Skinner noted that appreciation for our veterans' sacrifices "is a sustained national respect that has endured the test of time and the course of several wars."

He also saluted the men and women in Operation Desert Shield.

The Secretary expressed his personal appreciation to all the veterans who attended the ceremony and told them: "You are representatives of over 28,000 Department of Transportation veterans who have served our country with honor."

Hispanic award. *Karena T. Leon-Guerrero*, daughter of Jose and Susanna Leon-Guerrero, ALR-100, was recently selected as one of 19 semifinalists for 1991 National Hispanic Scholar Awards.

Karena is a Fairfax County high school senior.

Based on academic achievement, the program is funded by the Andrew W. Mellon Foundations.

Finalists, who will receive scholarships, will be announced in the future.

Appreciation for veterans' sacrifices 'is a sustained national respect that has endured the test of time and the course of several wars.'

Sam Skinner
DOT Secretary

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, x78735, or the distribution representative for your office or service to update your organization's distribution.

Wednesday deadline. *Intercom* is published weekly.

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

Flightplan

'Entertainment' sale. The National Black Coalition of Federal Aviation Employees will sell *Entertainment '91* books for the Washington metropolitan area on *Wednesday, December 12*, outside the cafeteria. Books, including those that cover other parts of the country, will also be available after December 12. Cost is \$35.

Contact Lorraine Neal, x78848, Luther Falls, x78732, or Carol Johnson, x73731.

Managers group. The next meeting of the Headquarters chapter of the Federal Managers Association (FMA) will be *Wednesday, December 12*, at 12 noon in the MacCracken Room on the 10th floor.

Contact Henry Butler, x79140.

Air Traffic cheer. The Headquarters Air Traffic organization will hold its holiday party on *Friday, December 14*, at the Andrews Air Force Base Officers Club.

The event starts at 11:30 a.m. Cost is \$21 for buffet and party, \$10 for party only. Make reservations as soon as possible by calling x79377.

Coalition party. The National Black Coalition of Federal Aviation Employees' holiday party is on *Friday, December 21*, beginning at 5 p.m.

The first of a planned annual event will be held at the Holiday Inn - Southwest, 550 C Street, SW. Cost is \$12.

For a reservation, contact Dianne Speed, x73442, or Aretha Carr, x73883, by *Friday, December 14*.

Extra copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

FACA course. Need a working knowledge of the Federal Advisory Committee Act (FACA) and how it is implemented and managed in a federal agency?

The General Services Administration (GSA) recently developed a three-day training course for federal employees and contractors who do.

Employees at the FAA who would benefit from the course are those directly involved in providing staff sup-



Paul Styles, far right, national president of the Federal Managers Association, swears in the Headquarters chapter's new officers. Left to right: David Dawson, Brady Burch, Joseph White, Henry Butler and Ardyth Williams.

Photo by Dan Placke, Indianapolis ARTCC

Federal Managers Association Chapter Kicks Off, Elects Officers

FAA's newest chapter of the Federal Managers Association (FMA) kicked off at Headquarters on November 15 with a visit from FAA Administrator James Busey and the swearing in of officers.

Busey cited the vital role of the association in fostering greater communications and policy enhancement throughout the agency and invited eligible employees to join Headquarters chapter 265.

Henry Butler, ATH-330, who played a major role in setting up the new group, was elected president.

Other officers elected were Joseph White, ATP-210, vice president; Ardyth Williams, ATR-120, secretary; Brady Burch, ATH-330, treasurer; and David Dawson, ATM-200, sergeant-at-arms.

The next meeting is scheduled for *Wednesday, December 12*, at 12 noon in the MacCracken Room on the 10th floor.

Managers and members of the management team who are not eligible to join a bargaining union are qualified to join the chapter.

For more information, contact Henry Butler, x79140.

port or legal advice to an FAA advisory committee and those serving as the designated federal official for an advisory committee.

Course objectives are to describe basic FACA requirements; state the oversight responsibilities of FACA management; identify types of advisory committees; identify the roles and responsibilities of the key officials associated with FACA management; summarize the responsibilities of the President and Congress regarding FACA; carry out the key steps in

committee chartering and management; and identify ethical issues associated with FACA management.

The GSA Training Center in Arlington, VA, will hold the next FACA course from *Tuesday, January 29*, through *Thursday, January 31*.

The cost is \$210. Pete Marraine, AMS-530, can be contacted on x79957 for further information.

Wednesday deadline. *Intercom* is published weekly.

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

Job Satisfaction Quiz Goes to 8,000 FAAers

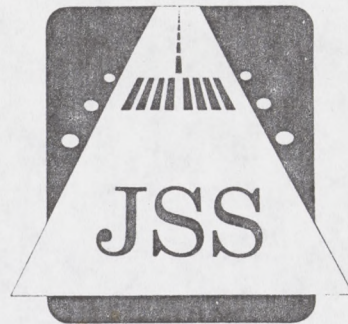
Fill out Survey, Send It in by January 4

FAAers who received the 1990 Job Satisfaction Survey are urged to fill it out and send it in by Friday, January 4.

About 8,000 agency employees nationwide were randomly picked to receive it.

As in the past, the results will provide senior-level management with agencywide information about employee concerns and help assess progress toward improving job satisfaction. Results should be out by early March.

"Because only a part of the agency received the survey, it is very important that everyone who has been selected completes it," emphasizes Fanny Rivera, manager of
turn to Job Survey on page 2



December 18, 1990



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

Career Ladder

*Women and Minorities
Make up 30% of FAA's
SES Candidates*

Twenty-three FAAers from across the country have been selected as candidates for the agency program to develop people for the Senior Executive Service.

They were selected from a cross-section of the FAA organization nationwide.

While approximately 12% of the agency's current SES workforce is comprised of women and minorities, 30% of the just-picked SES candidates are women and minorities.

turn to SES Candidates on page 3

Highlights

Japanese, Anyone? A course to help FAAers get acquainted with the Japanese language and culture starts in January at Headquarters.

Turn to page 4 for details.

Safety Improves. For the first 10 months of 1990, near midair collision reports dropped by 19% compared to the same period last year.

turn to Highlights on page 2



A Festive Smile

A smiling Lorelei White, AAF-30, shows off balloons stamped with the slogan of the recent Airway Facilities awards ceremony at Headquarters: "The Key to Excellence Is Quality." Find out about the awards and winners, and look for photos of the festive event in the December 26 issue of Intercom.

Spirited Session

*DOT Secretary Hears
Employees' Ideas on
Diversity in the Workplace*

"I've been accused of being impatient.

"While we're making progress on equal employment and workplace diversity, it's not fast enough for me," stressed DOT Secretary Sam Skinner.

Skinner laid his philosophy on the line and so did FAAers and other DOT employees at a spirited session focusing on DOT workforce diversity.

One of more than 20 "listening sessions" held to get ideas and suggestions on the National Transportation Policy, the November 19 meeting at DOT Headquarters zeroed in on diversity.

Employees, some who just joined DOT, others who are long-experienced, spoke into microphones.

They aired their complaints, frustrations, ideas and solutions for getting more women and minorities into jobs at the FAA and other transportation agencies under DOT's umbrella.

Skinner listened, answered questions and said the topic was so vital that it warranted future sessions.

He told FAA and DOT employees
turn to Spirited Session on page 3

Job Survey *from page 1*

the Human Resource Management Division, AHR-100.

"Please take the time, today if possible, to complete and return the survey," she said.

"This is your opportunity to communicate directly to senior-level management."

Although employees have one hour to complete the short answer, quick response survey, answering the questions on the survey usually takes less time than that.

This year marks the fourth time the biennial survey has been administered. The first time was in 1984.

Phyllis Burbank, FTS 267-3878, can be contacted for more information concerning the survey.

Highlights *from page 1*

From January through October, pilots reported 390 near midairs compared to 481 for the first 10 months of 1989.

Operational errors by controllers also declined by 5%.

Through October of this year, there were 749 operational errors compared to 789 for the same period in 1989.

Blakey Sworn In. Marion C. Blakey, a veteran communications official, was sworn in on November 27 as DOT Assistant Secretary for Public Affairs by DOT Secretary Sam Skinner.

"Her expertise in public information, media relations and management will serve her well in addressing the important issues facing the department," Skinner said.

From 1989 until accepting the DOT

position, Blakey was Director of Public Affairs and Press Secretary at the Department of Commerce.

Blakey held positions at the White House from 1987 to 1989. Initially she was Special Assistant to the President and Director of Public Affairs, and then Deputy Assistant to the President for Public Affairs and Communications Planning.

As Deputy Assistant, she managed White House public affairs liaison and developed communications strategies to explain and advocate the President's policies and initiatives.

She was Director of Public Affairs and Special Assistant to the Secretary of the Department of Education from 1985 to 1987.

From 1970 until 1984, Blakey held several positions at the National Endowment for the Humanities, among them, Director of Public Affairs, Assistant Director, Division of Special Programs and Director of Youth Programs.

She received her BA with honors in International Studies from Mary Washington College of the University of Virginia in 1970.

She also attended Johns Hopkins University, School of Advanced International Studies, for graduate work in Middle East affairs.

Blakey is a former member of the Commission on Presidential Scholars, a current member of the Women's Advisory Council, Miss America Organization, and has served as a judge for television and radio awards for the Corporation for Public Broadcasting.

Blakey resides in Washington, DC, with her husband and daughter.

LIS Dedicated. FAA's Logistics and Inventory System (LIS) was formally dedicated on November 8 at the Logistics Center (formerly the FAA Depot) located at the Aeronautical Center in Oklahoma City.

By using the computerized LIS, the agency maintains a centrally located logistics and inventory database. It receives, edits and validates inventory transactions.

LIS software acknowledges and responds to inquiries; provides compre-

hensive processing, accounting, file maintenance and shipment data; and produces related management reports.

LIS supports about 14,000 field facilities through 2,500 ordering offices, including all systems developed under the National Airspace System (NAS) Plan.

LIS also interfaces with FAA's National Airspace Integrated Logistics Support (NAILS) program and the agency's Departmental Accounting and Financial Information System (DAFIS).

Brooks Goldman, Associate Administrator for Administration, in Oklahoma for the dedication, acknowledged the hard work of many FAAers who spent long hours to get LIS on line and the long trail of events over 10 years that made LIS a reality.

In a letter read at the event, FAA Administrator James Busey paid tribute to the people who put the system together.

Conceived in the 1980s, LIS provides the FAA with an automated state-of-the-art logistics support to meet the agency's requirements into the 21st century.

Engine Repairs. Pratt & Whitney's new 300,000-square-foot engine overhaul and repair facility in Cheshire, CT, has received an FAA certificate to begin operations.

The certificate means the facility is FAA-licensed to carry out the disassembly, inspection, marshalling and assembly of JT9D, PW2000 and PW4000 engines.

At full capacity, the new facility will be able to overhaul 400 engines annually by the end of 1991, the company said.

Report Suspicious Activity

Headquarters FAAers are urged to report suspicious activity to the security guard desk in the main lobby, or call x78829.

Need help in securing government property? Contact Larry Dominguez, DOT M-74, x64686, or Michael Anderson, ACO-325, x73959.

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Intercom

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Spirited Session Focuses on Workplace Diversity *continued from page 1*

that he is always open to ideas and urged them to send their suggestions directly to him.

Skinner fielded queries ranging from the makeup of his personal staff to the responsibility of DOT managers to train and prepare women and minorities for high-level jobs.

Skinner and top DOT officials who hosted the meeting emphasized that the nation's workforce is changing.

More women and minorities are entering the job market, and the DOT must reflect the new face of a diverse labor pool.

Hiring and providing women and minorities with training and job advancement opportunities is "fundamentally right, the fair thing to do and makes good business sense," Skinner told the audience of about 130 at the Nassif Building.

"As DOT managers, you're going to be measured on how well you do in this area. It's the responsibility of managers to make sure that women and minorities are trained and ready for positions," Skinner said.

"This is one of the toughest challenges for managers and one with no easy solutions," he added.

Skinner quizzed the audience for suggestions and solutions. "How do we get there faster?" he asked. Skinner told the audience not to be shy about expressing opinions.

They weren't.

Although some were nervous about talking directly to Skinner, they jumped right in, walked up to microphones and gave their ideas.

Skinner said he's a zealous supporter of diversity and would continue to push for progress during his stewardship of DOT, but he emphasized the need to "institutionalize" his initiatives.

The Secretary tutored inner city students when he lived in Chicago.

Throwing a challenge to the audience, he asked listeners not to raise their hands to signal their answers, just to take mental notes.

He asked how many had tutored minorities who needed help in school, how many had shown a sincere interest

in new employees by helping them get acquainted with their duties and how many talk up the DOT while they're away from the job and try to recruit minorities to apply for DOT positions.

Here are some suggestions that came from the audience:

→ Get more information about FAA and the DOT out to colleges, high schools and libraries.

→ Work with other federal agencies to recruit women and minorities.

→ Provide mentors for co-op students and interns so they do more than answer phones and act as "gofers." That would encourage them to come back to DOT after college.

→ Give point preferences to women

and minorities who apply for jobs, similar to the veterans point preferences to let white males know what type of competition they face.

→ Give managers the information and the tools to do a better EEO job. Some managers think they're weak if they hire women and minorities.

→ Sensitize managers to the diverse workforce of the future and try to change their attitudes.

→ Set up employee peer panels to rate supervisors on their EEO performance.

→ Stop using the word "qualified" to describe a woman or minority who gets a job. They have to be qualified to get the job in the first place.

SES Candidates Selected *continued from page 1*

"The Candidate Development program is key to developing an FAA leadership well equipped to master the many diverse challenges facing the FAA," said Herb McLure, Associate Administrator for Human Resource Management.

"I am very pleased with the high caliber of the men and women selected in this first year of the program," he said.

More than 360 applied for the program earlier this year. In July, that number was cut to 59 applicants.

In August, the 59 participated in panel interviews held across the nation. The results from the panel interview along with information from the earlier steps were considered in selecting 29 applicants.

During September, the 29 participated in an executive development center in Minneapolis -- a simulated public sector executive's job.

The final 23 were selected in November. The next step is an in-depth, individualized development program that lasts from six months to two years, depending on a candidate's needs.

On-the-job assignments may be in the FAA but outside the candidate's organization, in another modal agency, at an association or group that works closely with the FAA or in a Congressional committee or office.

This group will serve as the primary pool for selection into entry-level SES positions at the FAA. *See list below.*

SES Program Candidates

Richard Arnold, AND-30	Lindy Ritz, AAC-10
William Behan, ACE-501	Fanny Rivera, AHR-100
Kenneth Byram, ARD-301	Richard Rodine, AAS-300
Lawrence Covington, AXA-1	Robie Strickland, AAL-400
John Cuprisin, AGL-501	Paul Strybing, AAT-1
Edgar Fell, ASO-201	Peter Sweers, ATH-2
David Gilliom, AFS-10	George Terrell, ASM-120
Ross Hamory, AEU-700	Raymond Thoman, ALR-2
Patrick Heidental, AAA-400	David Thomas, AAI-2
Lynne Osmus, ACS-100	David Tuttle, ARD-200
Helen Parke, ANM-ZSE	James Washington, AGL-601
Michael Powderly, ASO-540	

Try Speaking Japanese

Headquarters Course Starts in January

An eight-week introductory course in Japanese conversation will be offered weekly during the lunch hour, 12 noon to 1 p.m., in the Office of International Aviation conference room 1027 beginning *Tuesday, January 8*.

The course is aimed at FAAers planning to travel to Japan and interested in learning the language and culture.

Lessons will include the key points of Japanese pronunciation and grammar, basic sounds, simple words and phrases and common everyday expressions.

The course's purpose is to promote better understanding with Japanese aviation counterparts.

Classes will be limited to 10 participants a session.

Interested? Sign up with Mary Nakahara, AIA-2a, x78112.

Building Update

Escalator repairs. Escalators serving the garage levels at FAA Headquarters are scheduled to be running again this month.

An added safety feature, a shut-off button on the handrail, will be installed in late December or early January, reports the Headquarters Building Management Division, ALG-500.

The new button will allow FAAers to turn off the escalators in an emergency – when clothing is caught in the gear mechanism, for example.

ALG-500 urges everyone who uses the escalators to be extra careful when riding with children and to familiarize themselves with the new shut-off button.

During installation of the new safety feature, the escalators will be temporarily out of service for just a few days.

Garage repairs. The concrete floor of the A-level garage is being repaired by a General Services Administration contractor. The repair is scheduled to take five months to complete.

Cracks in the concrete were cleaned and sealed previously, and a protective coating is being applied.

The coating process takes two weeks for the application and curing per area covered. Sections of the garage are being closed to parking while work is done in that area.

Parking space has been obtained in

other locations for passholders displaced by the repair work.

The B-level garage will be outfitted with some new overhead lights but will not need the floor treatment being done to A-level. The standing water in the southeast corner is due to clogged drain lines, which is being handled under a separate contract.

Tunnel closing. GSA has notified ALG-500 that the tunnel connecting the Headquarters building and FB 10B, the National Aeronautics and Space Administration, will be closed as part of a sidewalk repair project for NASA. The tunnel entrance is in the FAA's B-level garage.

Currently, the date and length of time for the tunnel closing has not been scheduled.

Flightplan

Pay briefings. The DOT Office of Personnel will hold two briefings at FAA Headquarters on federal pay reform.

Briefings on the Federal Employees Pay Comparability Act of 1990 will be held in the third-floor auditorium on *Tuesday, December 18*, at 10 a.m. and *Wednesday, December 19*, at 1:30 p.m.

The new law has important changes in the way federal workers will be paid in the future.

Women's program. The first monthly meeting of the Federal

Women's Program Committee for the new year has been scheduled for *Wednesday, January 9*, at 11 a.m. in the Civil Rights conference room.

FACA course. Need a working knowledge of the Federal Advisory Committee Act (FACA) and how it is implemented and managed in a federal agency?

The General Services Administration (GSA) recently developed a three-day training course for federal employees and contractors who do.

Employees at the FAA who would benefit from the course are those directly involved in providing staff support or legal advice to an FAA advisory committee and those serving as the designated federal official for an advisory committee.

The GSA Training Center in Arlington, VA, will hold the next FACA course from *Tuesday, January 29*, through *Thursday, January 31*.

Another course will start on *Tuesday, July 23*, and end on *Thursday, July 25*. The cost is \$210.

Pete Murraine, AMS-530, can be contacted on x79957 for further information.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them to room 908, or call x78521.

Feedback

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.

1 up, 2 down. Signs in elevator lobbies remind FAAers to walk up one flight of stairs or down two.

It's an easy way to save energy.

It's also a good method of burning off a few extra calories and cutting down on elevator usage.

Wednesday deadline. *Intercom* is published weekly.

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A Sign of Good Health

Healthier FAAers is the goal of Aviation Medicine's national Health Awareness Program (HAP). Now the program has a new symbol. Watch for this logo on information aimed at helping employees live healthier and happier lives.

The program's slogan is "Maximum Productivity through Health Awareness." Notices about each month's specific topics will appear in the Intercom and on all FAA clinics' electronic signs.

Sam Hart, HAP's nationwide manager, urges all FAAers to get involved in the program. "It will help make you smarter about health issues and improve your health," she said.

This logo was a group effort, designed by the agencywide committee of Health Awareness Program coordinators.

December 26, 1990



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

Teamwork Pays Off Radio Communications Link Back on Track

After six months of hard work by the FAA and a major contractor, the agency's vital Radio Communications Link project is back on track.

Known as the RCL, it is the biggest communications network in the National Airspace System Plan with over 800 sites across the country.

"It was snatched from the jaws of contractor default and now faces a long and prosperous life," says Marty Goldenberg, RCL project manager.

Here's how teamwork saved the project.

In October 1989, AT&T informed the FAA that it could no longer obtain key multiplexing equipment from its subcontractor.

With the \$300 million program, a critical element of the NAS Plan, facing a default action, the FAA and AT&T project teams started tackling the problem.

Since no exact equipment replacement was available, the search was on for a technically and economically acceptable substitute.

Goldenberg credited the "creativity and mutual cooperation" of the FAA and AT&T project teams with coming

turn to **Teamwork** on page 2



Soviet Visitors

Part of a joint American-Soviet air traffic and air transport working group, these Soviets recently stopped off at FAA's Center for Management Development in Palm Coast.

The group included the deputy head of aviation for Magadan Province in eastern Siberia, across the Bering Strait from Alaska.

'Diversity Summit' Top Managers To Gather in Washington

Some 500 top DOT managers and executives from across the country will meet in Washington at the end of February to talk about cultural diversity in the DOT workforce.

Billed as a "Diversity Summit," the day-long event will be kicked off by DOT Secretary Sam Skinner.

turn to **Summit** on page 3

Highlights

Lifegivers. Several Headquarters FAAers are helping people with leukemia by donating blood platelets.

Find out more about the Red Cross program on page 8.

Escalator Update. The date for restarting FAA Headquarters escalators has been postponed.

See "Building Update" on page 7.

'Outstanding Dedication.' Four employees in the Airmen and Aircraft Registry Division, AVN-400, in Oklahoma City recently received letters of commendation for their efforts in getting an Icelandic aircraft deregistered and on its way to Iceland.

U.S. Ambassador to Iceland Charles E. Cobb, Jr., wrote FAA Administrator James Busey about the "extraordinary efforts" of the FAAers.

They are Geoffrey McLellen, AVN-400 division manager, and three registry employees: Les Dunlop, Sharon Ashford and Sandi Rushing.

Eagle Air, Iceland's second largest airline, had a critical problem in trying to deregister an aircraft it had recently leased from a U.S. firm so that it could be registered in Iceland, thereby allow-

turn to **Highlights** on page 2

Teamwork Pays Off *continued from page 1*

up with an acceptable alternative that provides all of the previously contracted for analog functions as well as some digital enhancements.

The new digital capability more effectively supports the digital routing and circuit restoral switch concept currently under development and provides a platform for the eventual digitization of the RLC.

Joan Gariazzo, program manager, Interfacility Communications System, said, "A major part of this success story has been the dedicated and effective project support received by the program office."

She said that the project benefited from the "extensive support and exhaustive efforts" from many organizations including Logistics, Legal, the regions, the FAA Logistics Center, Systems Maintenance Service, Systems Engineering Service, the project's System Engineering and Integration Contractor (SEIC) and AT&T Technologies.

She went on to say that such a "cooperative and effective team effort was precisely what FAA management had in mind when it adopted the program management organizational structure."

She concluded that, "matrix management depends upon the common dedication to project goals of many organizations and individuals."

Goldenberg added, "With the acceptance of the engineering change now a reality, we can now move forward with the completion of the Radio Communications Link network.

"When the last links are completed, it will be a key element in providing both economical and highly reliable communications support well into the 21st century."

'Cooperative and effective team effort was precisely what FAA management had in mind when it adopted the program management organizational structure.'

Joan Gariazzo
Program manager
Interfacility Communications System



FAAers and AT&T officials sign engineering change and contract modifications that put the Radio Communications Link project back on track. Seated, from left: Tony Davis, AT&T, and Bob Niedzwiecki, ALG-330. Standing, left to right: Allan Hoosian, ASE-200; Saud Negash, SEIC; John Barry, AT&T; Bob Cook, SEIC; Del Rieschick, AT&T; Di Breitstein, SEIC; Beth Hammel, SEIC; Joan Gariazzo, ANC-400; and Marty Goldenberg, ANC-140.

Highlights *from page 1*

ing an Icelandic crew to fly it back to Iceland.

Immediate delivery of this aircraft was required to prevent the airline from losing its operating authority.

Cobb asked for immediate help with his staff contacting McLellen at 10 p.m. one evening.

McLellen's staff went into action, processed the paperwork and sent a telegraphic confirmation to Icelandic authorities.

"Having spent many years in the private sector as a businessman, I salute this outstanding dedication on the part of our civil servants," Cobb wrote Busey.

He said they "contributed invaluable to keeping U.S.-Icelandic relations excellent."

'Enlarged and Recharged.' FAA's Civil Aeromedical Institute's toxicology and accident research laboratory has been enlarged and recharged with the addition of new people and resources.

A year-long recruiting and rebuilding effort paid off in the hiring of two principal investigators, leading to the opening of the new CAMI toxicology service in October.

The Oklahoma City facility's new accident research approach is to assist the FAA and NTSB investigators by offering consultation, especially in cases where sudden or subtle incapacitation may have been a contributing factor.

The institute now receives biological specimens for toxicological analysis in more than 80% of fatal general aviation crashes.

Social Security Update. The maximum annual amount of earnings on which Social Security taxes are paid increases in 1991.

Effective for pay period 9101, December 16-29, to be paid January 8, the base annual amount rises to \$53,400.

Also, Public Law 101-508 authorizes the Medicare base amount for 1991 to increase to \$125,000 effective pay period 9101.

"A work force that includes individuals from multicultural and multi-ethnic backgrounds brings FAA the maximum benefits of creativity and different perspectives on work challenges."

Also it's just plain good business sense.

That's an analysis from Wanda Reyna, manager of the Staffing Policy Division, APN-200.

Reyna explains why creating a diverse workforce at FAA is important and gives tips to managers on how to do it.

Here's more advice from Reyna and the APN-200 staff.

→ FAA's first step towards achieving a diverse work force is targeted, aggressive affirmative recruitment. FAA can never achieve equal opportunity for minorities, women or persons with disabilities in the agency unless it hires them.

→ Not surprisingly, minorities, women and persons with disabilities are not too eager to work in an organization that is known to hire them only on a limited basis.

→ Managers who believe they have done their share in affirmative hiring may be fooling themselves. Even today far fewer minorities, women and disabled individuals are employed at the FAA when compared with their numbers in the civilian labor force.

→ Recruiting is the responsibility of every manager. Although Human Resource offices have significant planning and coordinating responsibilities, line management carries an equal, if not greater, responsibility for a positive, aggressive recruiting program.

Although many recognize this managerial responsibility, it may be difficult for managers to identify those areas where they are personally accountable and could make contributions towards effective affirmative employment recruiting.

Here are some suggestions for managers:

→ Develop a rapport with the recruitment specialist in the Human Resource Management office (HRMO) that services your organization.

'Good Business Sense'

*Advice on Recruiting
a Diverse
FAA Work Force*

***'The imaginative manager
who sees the value in
having a diverse
work force will reap
the benefits of
the best talents this
society has to offer.'***

Wanda Reyna
Manager, Staffing Policy Division

→ Volunteer to participate on rating panels (if you are not the selecting official) and interview panels to enhance your understanding of the process and sharpen your affirmative action interview skills.

→ As a selecting official, expand your recruitment efforts to assure that the selection certificate you receive includes women, minorities and people with disabilities.

→ Participate in recruitment activities at colleges and universities, job fairs, career days and air shows with agency recruiters.

→ Talk with minorities, women and those with disabilities in and outside your organization to develop relationships as an individual who supports affirmative employment recruiting.

→ Participate in more cultural and ethnic activities sponsored by the agency.

→ Seek out opportunities to speak and participate with FAA's special emphasis organizations, such as the National Black Coalition of Federal Aviation Employees, the National Hispanic Coalition of Federal Aviation Employees, the Professional

Women Controllers and the Technical Women's Organization to show you support diversity and want definitive results.

→ Promote cooperative education programs to show how minorities, women and people with disabilities can contribute to the FAA, with the added incentive of possible permanent appointments upon graduation.

→ Ensure training and developmental assignments for minorities, women and disabled individuals already in your organization.

→ Recognize those managers in your organization who make a significant contribution towards affirmative recruitment.

"The imaginative manager who sees the value in having a diverse work force will reap the benefits of the best talents this society has to offer.

"Start today to set some short- and long-range recruiting plans, and then go out and make a difference," Reyna concludes.

Summit *from page 1*

Skinner, a strong proponent of recruiting a more culturally diverse work force in the DOT, FAA and the other transportation modes, will outline DOT's plans for the future and challenge top managers to get involved.

Jon Seymour, Assistant Secretary for Administration, said, "As managers, we need to be successful in managing diversity to stay in business."

The work force is rapidly changing, and it makes sense that DOT and all employees keep up with the pace, DOT officials stress.

The meeting will also include a variety of speakers who will talk on a wide range of diversity and employment issues facing the DOT and FAA.

The summit is planned for February 26 at the Arena Stage in Southwest Washington.

1 Up, 2 Down. Signs in elevator lobbies remind FAAers to walk up one flight of stairs or down two.

It's an easy way to save energy.

It's also a good method of burning off a few extra calories and cutting down on elevator usage.



AAF employees enjoy a "block party" following the formal awards ceremony.



'The Key to Excellence'

Airway Facilities 1st Annual Honors

AAF Associate Administrators

- Joaquin Achilla, ASM-100
- Brenda G. Boone, ANS-120
- Carol A. Brooks, AAF-1
- Joe L. Downs, ASM-603
- Mark Erb, ASM-260
- Calvin S. Fischer, AAF-3

AAF Associate Administrator's

Manager of the Year
John R. Carlson, ANS-200

Distinguished Service
Phyllis Vallarolo, AAF-30

Human Relations
Thomas Proeschel, ANS-100

Administrative Excellence
Kathrina T. Darcy, ASM-400

Team Achievement
National Engineering Field Support

Service Director's/Staff Managers

- Charles Gage
- Darlene Ginn
- Jean Schunter

Information Resources Management

Airway Facilities Honors Outstanding Employees

More than 250 Airway Facilities employees were on hand to see the organization's Associate Administrator Arnold Aquilano recognize over 90 outstanding employees from Headquarters, the FAA Technical Center and the FAA Logistics Center.

The presentations, which took place in the Headquarters auditorium, were for AAF's first "Honorary Award for Excellence" ceremony.

Awardees were nominated and selected by their peers for many of the honors.

All nominated employees received a certificate of recognition. In addition, Aquilano presented his own special award of a key lapel pin and plaque to 12 outstanding employees for their commitment to quality performance in support of Airway Facilities.

A slide show, "AAF People in Review," featured more than 75 award winners and nominees.

The FAA Chorale entertained the group by singing, "One Moment in Time," a song about achieving personal best, and the "FAA Theme Song."

Refreshments, balloons and key chains decorated with the program's theme, "The Key to Excellence Is Quality," were also part of the festivities at the ceremony and the "block party" held afterwards.

In appreciation Aquilano said, "We've had a very successful honorary awards ceremony. I thank the award winners and nominees for their achievements, those in the audience for their participation and all the fine people who organized the ceremony for making this a successful event."

Planned as an annual celebration, the awards program will include all AAF employees nationwide next year.



Excellence is Quality'

Facilities Honorary Awards

Administrator's Awards for Excellence

- David P. Freni, ANS-220
- Michael Garlazzo, ASM-301
- John "Gil" Mauck, AAF-10
- Carol Mehalso, AAF-20
- Phyllis Vallarolo, AAF-30
- Debbie Williams, ANS-1

Administrator's 1990 Achievement Awards

Equal Employment Opportunity Excellence
Duane Mason, ASM-200

Handicapped Employee of the Year
Kenneth Thompson, ASM-510

Secretarial Achievement
Judith Mays, ANS-300

Distinguished Employee of the Year
Dennis Emerick, ASM-400

Employee of the Year
Field Support Division, ASM-600

Manager's Awards for Achievement

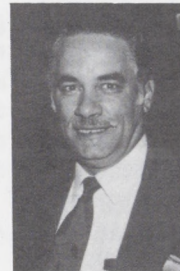
- Gage, ASM-600
- Ginn, ANS-10
- Chunter, AAF-30
- Operations Management Staff, AAF-40



Carol Brooks, AAF-1 secretary, receives an AAF Associate Administrator's Award for Excellence - a lapel pin in the shape of a key plus a plaque - from Associate Administrator Arnold Aquilano. Ed Kelly, AAF-2, also congratulates her.



Darice Ginn, ANS-10, receives her award from Jim Stagner, ANS-2.



Kenneth Thompson, ASM-510, receives his 1990 achievement award. Thompson was named as Handicapped Employee of the Year.



John Carlson, ANS-200, receives an achievement award as Manager of the Year.



Arnold Aquilano, Associate Administrator for Airway Facilities, talks about the meaning of the awards as he addresses an audience of over 250.



Nominees for awards all received certificates.

More Changes to Civil Aviation Security

New Offices Set Up, Others Abolished

FAA has a new aviation security organization.

Several offices were abolished. A new scientific staff and four new offices have been set up. *See accompanying chart.*

Here are the significant changes over the past few months.

On July 20, Administrator James Busey approved the elevation of the Office of Civil Aviation Security (ASC) to report directly to him.

On November 1, former Marine Corps Major General O. K. Steele was appointed assistant administrator to head up the organization.

Because of increased demands placed on the civil aviation security work force, the organization was reviewed.

On November 23, additional organizational changes were announced and put into effect by Busey.

Here's how FAA's new Civil Aviation Security organization shapes up.

→ *Civil Aviation Security Scientific Staff, ACS-20*, has been established.

This staff advises the assistant administrator of new technology and how it applies to aviation security.

→ *Office of Civil Aviation Security Policy and Planning, ACP*, has been established.

This office manages the development, review and revision of policies that promote the security of civil aviation; the security of FAA operations, resources and facilities; the FAA's drug interdiction program; investigations in support of the agency's mission; and FAA's support to law enforcement agencies.

→ *Office of Civil Aviation Security Operations, ACO*, has been established.

This office is responsible for asuring implementation of policies,

regulations, programs and procedures: to promote the security of civil aviation, including the prevention of acts of air piracy, aviation sabotage and related criminal acts; to assist law enforcement in the interdiction of illegal drugs and narcotics into the United States; to promote security of agency operation, personnel, facilities, property and communications; and to conduct investigations supporting the FAA mission.

This office will exercise direct line authority over civil aviation security divisions and staffs located in the regions and centers.

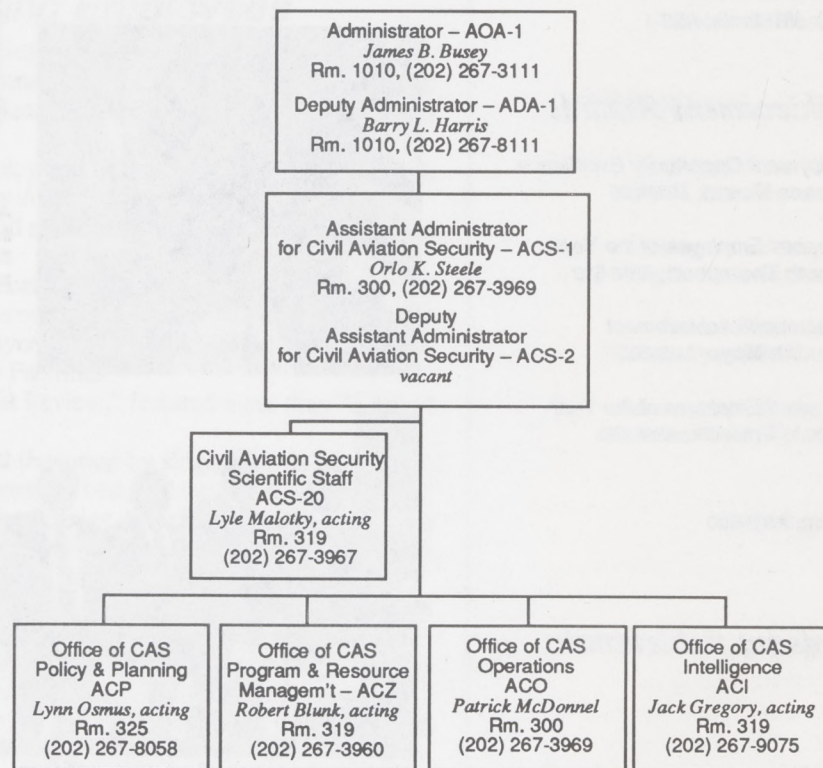
→ *Office of Civil Aviation Security Intelligence, ACI*, has been established.

This office is responsible for the management of the collection of intelligence information; evaluation, analysis and dissemination of aviation security intelligence; intelligence activities with other government agencies; assessment of the threat of criminal actions against domestic and international aviation and FAA facilities; the conduct of studies and analyses leading to development of trends impacting civil aviation security systems; and the direction of the FAA's participation in the El Paso Intelligence Center (EPIC).

→ *Office of Civil Aviation Security Program and Resource Management, ACZ*, has been established.

This office carries out the assistant administrator's responsibilities in the areas of administrative services, automation, training, budget and human resource management.

FAA's New Security Organization



Building Update

Escalator delay. New safety changes to the escalators serving the lobby and garage levels at FAA Headquarters have put a crimp in the previously announced date to restart them.

The General Services Administration says they are *not* scheduled to be running again this month as previously announced.

The Headquarters Building Management Division, ALG-500, reports that the repair contractor got the escalators in working order, but they did not meet additional DC code requirements.

Because parts need to be ordered for safety mechanisms that stop the escalators automatically if handrails stop moving, and for an additional safety measure for the steps, ALG-500 does not have a revised date to restart the escalators.

The ALG-500 team says it agrees that these important safety measures should be incorporated and apologizes to the building's occupants for the additional delays.

Feedback

Helping others. FAAers from the Higher Education and Advanced Technical staff, AHT-30, and Strategic Planning, Policy and Budget staff, AHT-10, combined resources to raise \$315 for "So Others May Eat" through the Combined Federal Campaign.

A Thanksgiving basket, complete with items ranging from a turkey to smoked oysters and fruit, was raffled to raise the funds.

The winner was Edward Bonekemper of the DOT Office of the Chief Counsel.

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 Man-

agement Systems, x78735, or the distribution representative for your office or service to update your organization's distribution.

Security alert. Headquarters FAAers are urged to report suspicious activity to the security guard desk in the main lobby, or call x78829.

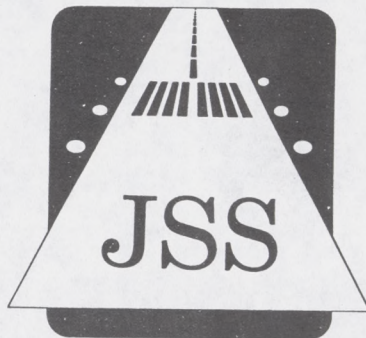
Need help in securing government property? Contact Larry Dominguez, DOT M-74, x64686, or Michael Anderson, ACO-325, x73959.

Flightplan

Job satisfaction. FAAers who received the 1990 Job Satisfaction Survey are urged to fill it out and send it in by *Friday, January 4.*

About 8,000 agency employees nationwide were randomly picked to receive it.

For more information, contact Phyllis Burbank, x73878.



Speak Japanese. An eight-week introductory course in Japanese conversation will be offered weekly during the lunch hour, 12 noon to 1 p.m., in the Office of International Aviation conference room 1027 beginning *Tuesday, January 8.*

The course is aimed at FAAers plan-

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ning to travel to Japan and interested in learning the language and culture.

Lessons will include the key points of Japanese pronunciation and grammar, basic sounds, simple words and phrases and common everyday expressions.

The course's purpose is to promote better understanding with Japanese aviation counterparts.

Classes will be limited to 10 participants a session.

Interested? Sign up with Mary Nakahara, AIA-2a, x78112.

Women's program. The first monthly meeting of the Federal Women's Program Committee for the new year has been scheduled for *Wednesday, January 9,* at 11 a.m. in the Civil Rights conference room.

\$\$\$ deadline. The Thrift Savings Plan Open Season runs through *Thursday, January 31.*

Both Federal Employee Retirement System (FERS) and Civil Service Retirement System (CSRS) employees can participate.

The TSP-1 ("TSP Election Form") is available in room 514.

For answers to questions on the TSP, call Ida Mack, x73881, or Barbara Claytor, x73873.

FACA course. Need a working knowledge of the Federal Advisory Committee Act (FACA) and how it is implemented and managed in a federal agency?

The General Services Administration (GSA) recently developed a three-day training course for federal employees and contractors who do.

The GSA Training Center in Arlington, VA, will hold the next FACA course from *Tuesday, January 29,* through *Thursday, January 31.* Another course will start on *Tuesday, July 23,* and end on *Thursday, July 25.* The cost is \$210.

For more information, contact Pete Marraine, AMS-530, x79957.

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.

Healthbeat

Lifegivers. Several Headquarters FAAers are taking the time to help save the lives of people with leukemia.

They are donors in the American Red Cross Pheresis Program.

It's a unique one-on-one program of donating platelets, the part of the blood that controls bleeding, to a leukemia or cancer patient.

These patients often require daily platelet transfusions, so the need for donors is enormous.

Donating platelets is simple, and many FAAers have done it. They include:

- Terry Armentrout
- John Attebury
- Paul Baker
- Jack Burke
- Bill Cook
- Tom Glista
- Jim McGillicuddy
- Roger Martino
- Randy Morton
- Kathy Oliver
- Teddy Parsons
- Tom Quinlan

The Red Cross says it needs more people to become pheresis donors to keep pace with the rapidly growing need in the Washington metro area.

It takes about one-and-a-half hours to donate platelets, and most federal employees can be authorized four hours of administrative leave to do it.

Those interested in becoming donors should call the Red Cross at (202) 728-6616.

The Red Cross hopes to find enough donors to run a van service for FAAers.

There are two area Pheresis Centers: 20th and E Street, NW, and in Fairfax, VA.

Center hours are from 7:30 a.m. to 6 p.m. Monday through Saturday.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Bring them to room 908, or call x78521.

Extra copies. If you need an extra copy of a past issue of *Intercom*, it's available in room 908.

Softball League Tournament Champions

Accident Investigators Kept Eye on the Ball



Don Dwyer, who coached 1990 tournament winner Accident Investigation, accepts team trophy from FAA Administrator James Busey.



Policy, Planning and International Aviation was the regular season winner. Jim Skalecky accepts the team honor from Busey.



Another FAA Coed Softball League season has come to an end on a high note for the Office of Accident Investigation (AAI).

The team from AAI, playing under the alias "Dwyer's Dazzling Flyers," won this year's league tournament by defeating NTSB's team in the championship game.

AAI had to win some spirited and tough games against the Logistics Service (ALG), Air Traffic (AAT) and Flight Standards (AFS) before getting a shot at the championship.

AAI, coached by Don Dwyer, finished in a tie for first place with Policy, Planning and International Aviation (API) during the regular season with a record of 13 wins versus a single loss.

That loss was to API, which then took the regular season trophy because of the win over the folks from Accident Investigation.

But API's team was not so fortunate in the tournament. It lost to the NTSB in the semifinals. AAI took a close victory from ALG setting the stage for the championship game.

Bryan Herd of the System Engineering and Integration-West team, accepts the sportsmanship award for the team.

Report Suspicious Activity at FAA Headquarters

Headquarters FAAers are urged to report suspicious activity to the security guard desk in the main lobby, or call x78829.

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