

'Loving and Letting Go'

FAAer and Family Find Place in Their Hearts, Home for Children without Hope

It was less than a week before Thanksgiving. Late night cries woke guests who alerted the manager of a hotel near Atlantic City, NJ.

Officials discovered three children—ages 3, 2 and 9 months—who had been deserted in a hotel room.

No trace of parents. No one to shelter them, feed them, care for them or answer their cries.

'The whole situation really set us back, but we had to think about the children's mother and her five-year search.'

Maggie D'Ambra
FAA Technical Center

Local emergency medical technicians were dispatched to the hotel. The children were taken to the hospital and examined for abuse.

A joyless holiday for these children? It could have been, but then Maggie D'Ambra and her husband Paul stepped in.

Maggie, an EEO specialist, works in
turn to Family on page 3

January 8, 1991



U.S. Department
of Transportation
Federal Aviation
Administration

Headquarters Intercom

New Recruiting Team

Aiming for a Multicultural Work Force

There's a new team at FAA Headquarters taking on the challenge of helping the agency do a better job of recruiting a multicultural work force.

The team is comprised of individuals with a broad base of experience in numerous personnel disciplines and equal employment opportunity backgrounds.

Highlights

Learn To Fly. The FAA Flying Club kicks off another private pilot ground school in mid-January at FAA Headquarters.

Find out more on page 6.

'Serious about People.' Western-Pacific's new Regional Administrator Carl Schellenberg, says he's committed to aggressively developing women and minorities for high management and executive positions.

He recently told members of the National Black Coalition of Federal Aviation Employees, "If we're serious about people being our most valuable resource in the FAA, we cannot ignore the minorities and women who are available for development at all grade levels."

Schellenberg challenged coalition members to use their time for "networking, outreach and asking some
turn to Highlights on page 2

→ **Shirley Purnell-Rice**, National Recruitment Program manager, is responsible for a strong marketing approach to help the FAA successfully compete with private sector employers for the best talent available.

→ **David Benton**, Affirmative Employment Recruitment Program manager
turn to Recruiting on page 2



Those Were the Days

One of the first controllers, Archie League, wears a winter uniform at St. Louis Lambert Municipal Airport in this vintage 1929 photo.

League and other controllers in the 1930s and 1940s used air traffic equipment that the FAA wants to preserve for future generations.

Find out more about the agency's scavenger hunt for the old days of air traffic on page 5.

Streamlining the Agency's Business

Course Prepares Acquisition Managers for Change

It's not easy to manage the FAA's acquisition of equipment and systems these days, especially when buying the high-tech equipment vital to aviation safety involves meeting more and more complex requirements.

The Office of the Associate Administrator for NAS Development, AND, has developed an eight-day FAA Program Management Core Course to train the 100-plus FAAers selected for the agency's new acquisition program man-

agement teams that will streamline the agency's acquisition management process.

Last February Administrator James Busey announced decisions on actions to improve the FAA acquisition management process. By October new program managers were selected and chartered by the Administrator as part of the agency's acquisition management improvement action.

turn to Acquisition on page 2

Recruiting *from page 1*

ager, works on affirmative, aggressive targeted recruitment of women, minorities and persons with disabilities.

→ *Susan Reyes*, personnel management specialist, develops recruitment literature and other promotional materials used in FAA's recruitment campaigns.

The trio encourages other FAAers nationwide to call them with suggestions or ideas on recruitment, marketing and advertising.

Here's how to reach them.

Shirley Purnell-Rice, FTS 267-3889

David Benton, FTS 267-8499

Susan Reyes, FTS 267-8015

Highlights *from page 1*

tough questions of the people in positions to make changes happen."

He said he supports the coalition's initiatives including setting up community testing sites to identify a large pool of women and minorities to take the air traffic control exam.

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.

New Travel Rule. On December 1, the General Services Administration revised the Federal Travel Regulations to implement the "lodgings-plus" per diem system worldwide.

This revised computation reimbursement system was published in the October 12 *Federal Register* and applies for travel beginning on or after December 1, 1990.

Under the new system, reimbursement is limited to actual lodging expenses (up to the maximum lodging amount) plus an amount for meals and incidental expenses.

The new GSA travel regulations do not apply to travelers who began travel before December 1.

The lodgings-plus for non-foreign areas — such as Alaska, American Samoa, Guam, Hawaii, Northern Mariana Islands, Puerto Rico and the U.S. Virgin Islands, for example — are in the

monthly *Federal Travel Directory* published by GSA.

The lodgings-plus for both foreign and non-foreign areas are published monthly in the *Maximum Travel Per Diem Allowances for Foreign Areas*, put out by the State Department.

Airport Grants. The FAA approved more than \$790 million in allocations under the Airport Improvement Program (AIP) during the fourth quarter of the 1990 fiscal year.

The money went for 467 planning and development projects in 48 states and five territories.

In announcing the allocations, FAA Administrator James Busey said the program "has proven to be a wise investment that has given local communities the opportunity to improve safety and increase capacity at airports across the nation."

The largest single approval was a letter of intent for \$185 million for capacity improvements at the Detroit Metropolitan-Wayne County Airport.

A letter of intent indicates the government's intent to provide future discretionary and/or entitlement funds for major capacity projects that require a significant investment.

New Resource Center. Another Aviation Education Resource Center was dedicated in the New England Region at North Shore Community College, Lynn, MA, on November 30.

The center provides information on aviation careers covering the scores of occupations that range from airport planner to aircraft mechanic.

On-Time Performance. The DOT said the nation's 12 largest airlines reported that 82.4% of their flights arrived on time in October, compared to 84.3% in September and 79.5% in October 1989.

In compiling the data, delays caused by mechanical problems are not counted.

Reports of mishandled baggage filed by passengers against the 12 carriers averaged 5.82 per 1,000 passengers in October, compared to 5.63 in September and 6.98 in October 1989.

The number of consumer complaints against the airlines reported to the DOT in October totaled 793, up slightly from 769 complaints filed in September but well below the 1,146 recorded in October 1989.

There was an improvement in the rate of passengers involuntarily denied boarding — "bumped" — over the first nine months of 1990. Passengers were bumped at a rate of 1.58 per 10,000 passengers, down from 2.62 for the same period last year.

New Service. The DOT has tentatively chosen Pan Am to provide new air service between Miami and Cancún, Mexico. American Airlines was tentatively awarded backup authority for the same route.

An April 1990 agreement between the United States and Mexico allows an additional airline to fly between Miami and Cancún. Eastern currently serves this market.

Acquisition *from page 1*

New business managers will soon be selected, and functional organizations are designating associate program managers to support the teams.

To ready these employees for their new jobs, AND's first Program Management Core Course took place from December 10 to December 19.

Additional classes will run from January 7-16, January 22-31, February 11-21, February 25-March 6 and April 8-17.

Specifically, the course gives team members an overall understanding of the FAA's acquisition environment, including the roles and responsibilities of team members and organizations involved in the acquisition process and the resources and capabilities from which team members can draw.

It details the agency's acquisition management process and the practices of supporting disciplines.

Team members are also informed about the basic skills and dynamics associated with effective teamwork.

Key people in the DOT and the agency also participate as guest speakers and talk to the classes about their emphasis, expectations and concerns.

Family Finds a Place for Foster Children *continued from page 1*

the civil rights office at the FAA Technical Center in Atlantic City.

At 6:30 a.m., the D'Ambras received a call from the local Division of Youth and Family Services asking them to take care of the children.

Even with two sick children of their own—one previously adopted—and the Thanksgiving holiday fast approaching, they didn't refuse.

Both Maggie and Paul have full-time jobs but always manage to find time for children in distress.

Over the years, the D'Ambras have cared for more than 12 foster children.

"Foster parenting is not easy," D'Ambra remarked.

"You have to be able to love and then let go. It's not always smooth sailing."

The D'Ambras first became interested in foster parenting when a friend



The D'Ambras are shown with the three children they were ready to adopt this past year. The woman in the front is the children's natural mother. At the left is the police officer responsible for locating the children's mother after he saw a picture of the youngest child in a national missing persons magazine.

'Little did we know that the oldest boy did not know how to use a camera. When he returned, we asked him for the film, and he replied, "It was all used up, so I threw it away."'

Maggie D'Ambra
FAA Technical Center

asked them to take the 13-year-old sister of their foster child. According to D'Ambra, saying yes was only the beginning.

"We took Jo as para-foster parents until the extensive paperwork was completed," said D'Ambra.

The family had to undergo background investigations and a home studies program to be certified as foster parents.

Other requirements include a six-week training course on foster parenting and successful completion of

numerous clinics on child abuse.

The family is re-evaluated on a yearly basis to assure that it meets state requirements.

After Jo left the D'Ambras' home, they received three new children, ages 10, 9 and 8.

"We had many experiences during the time the three children shared in our lives, some very good ones, some not so good," said D'Ambra.

"That summer we sent them all to church camp. We bought them sleeping bags and a camera and sent them off into the mountains.

"Little did we know that the oldest boy did not know how to use a camera. When he returned, we asked him for the film, and he replied, 'It was all used up, so I threw it away.'"

The D'Ambras also discovered that he left his clothes at camp so he would have room to pack the rocks he had found.

The D'Ambras' daughter, Margaret, 12, and son, Michael, 3, have adjusted well to their temporary extended families.

"Being a foster sister is hard at times, but most of the time it is fun, exciting and challenging," said Margaret. "Losing the children is sometimes hard because I become very attached to them."

In early 1990, the D'Ambras decided to adopt the three children who had been with them since December 1988. The adoption process would have been completed in September.

In June, however, a suburban Atlantic City policeman saw a picture of the youngest child in a national missing children's magazine.

He immediately took steps to locate the children's mother, and she arrived the next day. She had been presumed dead because of a falsified death certificate.

After two weeks of therapy to make

'Being a foster sister is hard at times, but most of the time it is fun, exciting and challenging.'

Margaret D'Ambra

the transition smoother, the children were returned to their natural mother and flew off to their new home in California.

"The whole situation really set us back and nearly broke our hearts," said D'Ambra, "but we had to think about the children's mother, her feelings and her five-year search for her children."

As for the three small children placed with the D'Ambras before Thanksgiving, no one knows how long their stay will be, but the D'Ambra family made their holidays happier.

Thanks to Lisa Aveni, Technical Center Intercom, for this report.

600,000 More Square Miles New York Enroute Center Expands Coverage

By February, the New York enroute control center will be responsible for several million square miles of North Atlantic and Caribbean airspace extending south to South America and east to the Azores.

As the last phase of restructuring, the Oceanic Control Area is preparing to absorb more than 600,000 square miles of airspace now handled by the Miami and Boston centers.

This follows a momentous move in September 1989.

In the wake of Hurricane Hugo, New York Center took over a million square miles of former San Juan airspace with only one hour's advance notice.

"Having to absorb that airspace before we were ready for it delayed our preparation for orderly assumption of parts of San Juan, Miami and Boston airspace in an FAA effort to consolidate all Atlantic oceanic air traffic control into one facility.

"This is to help us get ready for eventual automation of the system through the use of satellite technology," said Oceanic Control Area Manager Bob Howard. "Now we are back on track toward that objective."

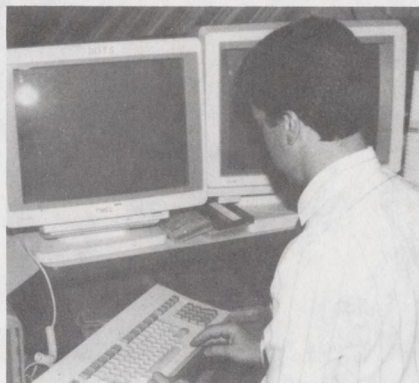
Miami transfer. The Miami transfer, involving the shifting of one nonradar sector, took place in the middle of December. The Boston move, involving parts of three radar sectors and offshore space extending from New York to east of Nantucket Island, will follow in February.

Data from a radar at North Truro, MA, on Cape Cod will be transferred from Boston to New York.

Under present North Atlantic procedures, Oceanic Area air traffic controllers must work out a "full oceanic route clearance" for each departing flight. The clearances are then issued by Boston controllers.

New York controllers take over when aircraft pass from radar control into oceanic airspace east of Nantucket.

Under the new system, New York



Paul Stieglitz demonstrates the Dynamic Oceanic Tracking System (DOTS) being tested at the New York enroute center.

oceanic controllers using radar screens will talk to pilots and issue clearances. "This will give them total control, not having to wait until the airplanes get to the Oceanic perimeter before deciding what has to be done," Howard explained.

Because of constant shifts in the west-to-east Jet Stream, North Atlantic routes change every 12 hours.

To make sure controllers on the ground and pilots in the air have exactly the same details for the full oceanic route clearances, they exchange information verbatim, a process that can be quite lengthy.

Complex traffic control. Oceanic air traffic control, complex even prior to deregulation, has become more so because of the phenomenal growth of flights from inland airports.

Developed prior to jet aircraft, gates in and out of transatlantic flight paths exist only in the areas of Boston, New York, Atlantic City and Norfolk.

This means that international flights originating in such cities as Raleigh-Durham, Youngstown, Baltimore and Dallas have to enter those gates through New York Center airspace.

As a result, flow control measures are often in effect for the western Atlantic. Arriving transatlantic flights are factored into daily traffic management planning, and they show up on aircraft situation displays.

"The transatlantic route structure was not designed to handle the environment we now have, and it needs major modifications," Howard said.

Away from radar. Over the ocean and away from radar, aircraft fixes are by latitude and longitude instead of navigational aids. Lateral separation is 60 or 90 miles, and linear separation is 20 minutes.

Pilots normally report their positions every hour with the estimated time they will arrive at their next fix. Pilots and controllers converse on Aeronautical Radio (ARINC), a high-frequency band comparable to short wave.

"Domestic controllers can relax when their shift is over," said John Robertson, a nine-year veteran full performance level (FPL) controller in the Oceanic Area; "but in this work, you might be called after you get home because something has gone wrong with an oceanic route clearance you set up."

Plotting and charting is now done by hand, based on radio position reports from aircraft. Flight progress strips are advanced along a control panel in increments representing 10 degrees. Flight paths are plotted on blank charts to determine possible conflict.

New technology. New technology being tested at New York Center will enable controllers to plan routes and assure proper separation more quickly. One of these is the Dynamic Oceanic Tracking System (DOTS).

This is a planning and management tool intended to help work out the most efficient transoceanic routes.

Another system will be used directly by controllers. It is the Oceanic Display and Planning System (ODAPS). By synthesizing aircraft position reports with other computerized data, it can simulate a radar track for each flight.

This will eliminate the need for manual advancing of flight progress strips and plotting.

It is expected that both systems will be integrated in the future with such technology as Global Positioning Systems (GPS).

Thanks to Duncan Pardue, Eastern Region Intercom, for this report.

Showing Off the Yesterdays of Air Traffic Control

FAA, Air Traffic Control Association Launch Equipment Preservation Project

There's a new slogan to be heard around the agency: "Linking the Past, Present and Future."

It is part of the "Preserve Your Heritage" project, which FAA Administrator James Busey kicked off with his endorsement of an Air Traffic Control Association (ATCA) request for the FAA to take the lead in preserving historic air traffic control equipment.

The vintage equipment will be used for display in museums throughout the country to acquaint the public with advances in air traffic control.

In a letter to regional administrators, Busey wrote, "Please canvas all your facilities. Tell them about this project, and provide input."

Busey named Aeronautical Center Director, Dr. H. C. McClure, project manager. Robert Hoppers of the center's Public Affairs Office is the project officer.

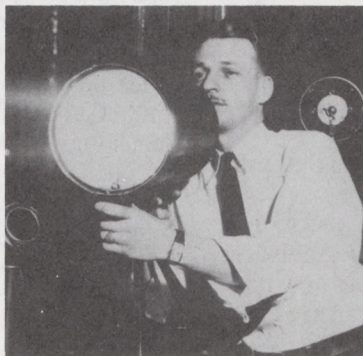
"FAA employee and retiree assistance with this project is vital," said Hoppers.

"For those still with the agency, tell everyone at your facility about 'Preserve Your Heritage.' Look for equipment that was used in the 1930s and 1940s."

Hoppers asked those who have or know the locations of vintage air traffic control equipment to notify the FAA Aeronautical Center's public affairs staff.



The latest equipment and tower design can be seen in this 1936 shot of the Newark tower in New Jersey, above.



Controller Archie League, left, uses a light gun at the St. Louis tower. This photo dates back to 1933.

This is how the first tower at Washington National Airport looked in 1941, below.



Wilma McIntyre and Joan Earlywine operate the control tower at the Marine Corps Station, Santa Barbara, in 1945.

In 1940, the forerunner of "Approach Control" was started in the LaGuardia Center, below. It was called "Range Approach." Direct radio communications were maintained between the center and aircraft intending to land at LaGuardia Airport.

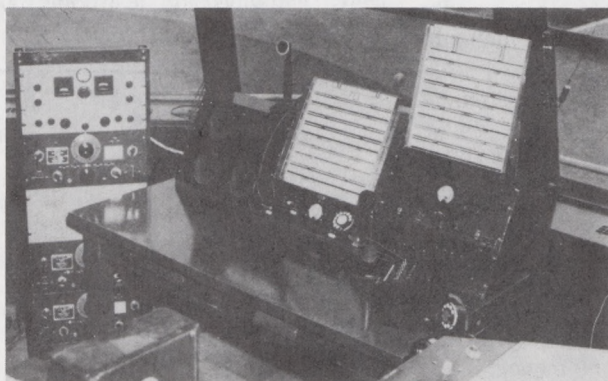


Know of Equipment To Donate?

A list of equipment for possible donation to the project should be sent to:

Robert Hoppers
ATC Heritage Project
FAA Aeronautical Center (AAC-5)
PO Box 25082
Oklahoma City, OK 73125

Questions regarding the project? Contact Hoppers by calling (405) 680-7500, FTS 747-7500, or FAX (405) 680-4551.



Flightplan

Learn to fly. The FAA Flying Club, Inc., will conduct private pilot ground school, on *Tuesdays and Thursdays, January 15 through March 7*, from 6:30 to 9:30 p.m. in conference room 9A&B, FAA Headquarters.

A \$120 fee includes textbooks and materials.

For more information, contact Patti Bamhart (day: (703) 591-9110, evening: (703) 273-5486) or Brian James (day: (703) 739-3870, evening: (301) 292-2825).

Cultural diversity. Some 500 top DOT managers and executives from across the country will meet in Washington on *Tuesday, February 26*, to talk about cultural diversity in the DOT work force.

Billed as a "Diversity Summit," the day-long event will be kicked off by DOT Secretary Sam Skinner.

It will be held at the Arena Stage in Southwest Washington.

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 Murraine, AMS-530, x79957.

Healthbeat

Eye care. January is National Eye Health Care Month, and the Headquarters clinic is again offering glaucoma screening.

Stop by room 327 to make an appointment and pick up a registration form.

Glaucoma strikes an estimated two million people in the nation yearly and

is the second major cause of blindness.

It attacks people in the prime of their lives, often striking those 35 years old and older.

The clinic has information on glaucoma, cataracts, contact lenses, amblyopia, color deficiency and other eye topics.



This logo with three hearts and planes is the new symbol for FAA's Health Awareness Program.

Blood screening. As part of FAA's Health Awareness Program, Headquarters is sponsoring MetPath/Occupational Health Services, Inc., blood profiles on *Wednesday, January 16*, from 8:30 to 11:30 a.m. in room 327.

Screenings will take about 15 minutes.

Stop by the clinic to make an appointment and pick up test instructions.

The cost ranges from \$25 to \$40. Payment must be made on the morning of the test by cash, personal check made out to OHS, or MasterCard or Visa credit cards.

Test results, which are strictly confidential, and explanatory information will be sent to home addresses about two weeks after screening. Any questions? Call Sam Hart, x77964.

Feedback

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.

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

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.

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, x87735, 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.

It's also a good method of burning off a few extra calories and cutting down on elevator usage.



Building Update

Cleaning up. The new FAA Headquarters contract for custodial services has been finalized by GSA, the Building Management Division, ALG-500, reports.

The current contractor, Northern Virginia Cleaning, was awarded the one-year contract with four one-year extensions.

Cleaning hours are Monday through Friday, with general cleaning done from 8 a.m. to 4:30 p.m. Cleaning stairwells, hallways and restrooms takes place from 5 to 9 p.m.

Headquarters
Intercom

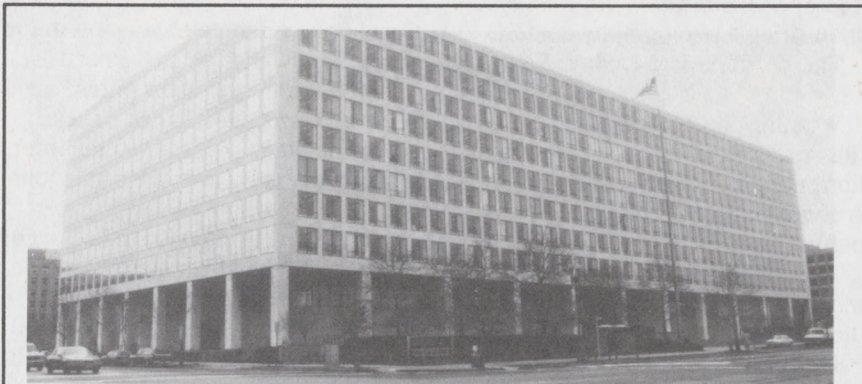
January 8, 1991
No. 91-1

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521



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

Headquarters Intercom



Fire Safety

End-of-Hall Stairs Provide Additional Building Exits

When the building's alarm bell rings, remember that end stairs can be used to leave the FAA Headquarters.

Stairways numbers 1 and 8 on the west end of the building and 4 and 5 on the east end can be used as exits now that push bars and an alarm system are installed on all exterior doors.

turn to Building Fire Safety on page 4



Tops in Accounting *Southern Region Wins Nationwide Honor*

FAAers in the Southern Region's Accounting Division really knew their numbers this past fiscal year.

The region's accounting workers won the 1990 Accounting Office of the Year Award by racking up the highest combined score for all the categories considered.

"Winning was a tribute to the hard work and dedication of the employees and the supervisors of the division," said Bill (Thomas W.) Murphy, Southern Region Accounting Division, ASO-20, manager.

As recipients of the agency's national accounting award, each person
turn to Accounting on page 3

Highlights

Recruiting Help. Five recruiting events that can help Headquarters managers find prospective women and minority FAAers are scheduled this month and next. Turn to page 6 for details.

New Inspector General. A. Mary Sterling is the new DOT Inspector General.

She was sworn in by DOT Secretary Sam Skinner last month.

Prior to taking the DOT position, Sterling served as Assistant Secretary for Labor-Management Standards from 1989 to 1990 at the Department of Labor.

In that capacity, she headed the agency responsible for investigating embezzlement or other misuse of union funds, complaints concerning election of union officers and regulations

turn to Highlights on page 2

Hiring More Women, Minorities

FAA's Multiyear Plan: 'Vigorous Targeted Recruitment'

FAA's multiyear national recruitment plan, which runs through the 1993 fiscal year, aims to hire more women, minorities and persons with disabilities.

This nationwide effort is focused primarily on entry-level positions in the agency's major safety-related occupations - air traffic control specialist, aviation safety inspector and electronics technician.

"The obvious goal is to correct the imbalance related to recruiting, hiring, training and promotion of women and minorities at all levels and occupations," says Shirley Purnell-Rice.

Purnell-Rice, National Recruitment manager, emphasizes that the plan uses "vigorous targeted recruitment."

"We are far past the point where we can rely on human resource management staffs as the sole source for identification of sources to recruit women and minorities," she says.

Calling recruitment a "partnership," the new team is actively seeking help from

turn to Recruiting on page 4

Highlights *from page 1*

governing appropriation and disclosure of union funds.

As a White House Fellow, Sterling served as a special assistant to the U.S. Attorney General from 1987 to 1988.

From 1985 to 1986, she was a prosecutor with the Department of Justice Organized Crime and Racketeering Strike Force in Kansas City.

Sterling also served as an Assistant U.S. Attorney for the Western District of Missouri from 1982 to 1985.

She received her bachelor's degree cum laude from Harvard University in 1976, a master's degree in public administration from the Ohio State University in 1977, where she was a University Fellow, and a Juris Doctor degree from New York University School of Law in 1980, where she was a Root-Tilden Scholar.

Currently, Sterling serves on the board of directors of the Harvard University Alumni Association.

A native of Pioneer, Ohio, Sterling lives in Arlington, VA.

Better Approach Paths. A new Precision Approach Path Indicator, the PAPI, will be installed at airports throughout the United States after completion of its testing by the Napa County Airport, Napa, CA.

Purchased from AVW Electronic Systems, El Segundo, CA, the PAPI is a visual guidance landing system that functions alongside an airport runway to give the pilot of a landing aircraft accurate approach path information. It is the standard glide slope indicator accepted by the International Civil Aviation Organization (ICAO).

The contract with AVW is for the purchase of 181 of the new PAPIs, which will gradually replace all VASIs (visual approach slope indicators), the glide slope indicators now used at airports.

When tests of the first system are completed, FAA's review process — called the deployment readiness review (DRR) — will determine whether the PAPI should be deployed to the field and become part of the FAA inventory, the checklist of hardware,

systems and subsystems okayed for use.

The first PAPI unit was delivered on November 16, 1990. Subsequent systems will be shipped to the FAA Logistics Center in Oklahoma City until FAA regions are ready to install the equipment.

Photo Contest. FAA's Aviation Education Program and the *Aviation and Space Education Newsletter* are sponsoring a photography contest.

The deadline is Monday, February 18.

Winning photographs will be used to illustrate several FAA aviation education publications that are being revised. A cover photo will be selected for each publication.

The contest is open to everyone, including students. Brochures in which the photographs will appear in the aviation careers series include: *Pilots and Engineers, Flight Attendants, Airline Non-Flying Careers, Aviation Manufacturing, Aviation Maintenance and Avionics, Airport Careers, Government Careers and Women in Aviation.*

Photos will also be selected for the the FAA curriculum guides for grades K-3, 4-6 and 9-12.

Photographs will not be returned.

Mail all submissions by February 18 to: Aviation and Space Education Newsletter, 1000 Connecticut Avenue, NW, Suite 9, Washington, DC 20036.

All photos must be identified with name and address. Students must include their grade and age.

Navigating the Atlantic. The FAA has a new publication designed to help general aviation pilots fly across the

North Atlantic. Called the *North Atlantic International General Aviation Operations Manual*, it is the result of an international effort.

The manual was developed by the North Atlantic Systems Planning Group in response to increasing international oceanic flights coupled with a subsequent rise in the number of general aviation fatalities and aircraft lost in the North Atlantic.

"The increased volume of international non-commercial aviation in the past few years has created a need for a set of guidelines to help pilots," said FAA Administrator James Busey.

"This manual gives pilots the information necessary to make a safe journey."

The manual is intended to be a set of guidelines rather than rules and regulations.

The English version is available for \$2.25 from the U.S. Government Printing Office. The document number is 050.007.008.864.

Translations into Spanish, French and Russian will be distributed by the European Office of the International Civil Aviation Organization (ICAO).

Order CVRs Early. The FAA is urging owners of certain smaller multi-engine aircraft to place orders for cockpit voice recorders (CVRs), required by October 12, 1991, to avoid the last-minute rush for the equipment.

Federal Aviation Regulations (FARs), require, in part, that certain aircraft be equipped with an approved CVR and microphone system to record all pilot and radio communications.

The regulations mandate multi-engine, turbine-powered aircraft that require two pilots and carry six or more passenger seats to be equipped with an approved CVR. Failure to adhere to these regulations may result in fines of up to \$1,000 per flight.

Information reported to the FAA indicates that less than one-third of the affected aircraft have been equipped with the required CVR.

The agency said it is concerned about the slow progress in complying and believes this may, in part, be due to an assumption that the FAA will extend

Headquarters

Intercom

January 15, 1991
No. 91-2

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

the 1991 compliance deadline.

"We are encouraging the owners of these aircraft to avoid the last-minute rush to comply with this new regulation.

"We are not going to extend the compliance date to accommodate owners who did not give manufacturers and modification centers enough time to produce and install the ordered equipment," FAA Administrator James Busey said.

If owners wait, manufacturers will be unable to fill all orders, and aircraft flown after the deadline will be in violation of the new regulations.

CVR equipment manufacturers have also warned that a last-minute rush of orders will force them to add a surcharge to the price to cover increased production costs.

Manufacturers have set up a production schedule for CVR installation to allow for the purchase and delivery of the equipment and to accommodate the work schedule of modifications centers.

Accounting *from page 1*

in the division will receive a certificate from Ernie Keeling, Director of the Office of Accounting.

The division will receive an engraved plaque.

FAA's nine accounting offices vied for the award.

Scoring was based on how each office fared in ten categories, which ranged from major accomplishments that were initiated locally to marks for customer satisfaction.

Praises went to ASO-20 for providing vital financial support to FAAers dealing with the havoc caused by Hurricane Hugo in the Virgin Islands, Puerto Rico and South Carolina.

For example, division employees processed evacuation payments to employees and dependents, personal property damage claims, requests to store personal property, cost of living allowances for employees when government housing was destroyed, hazardous duty pay, emergency increases to imprest funds and emergency procurements of housing and supplies.

'Extraordinary Service'

The first award for extraordinary service in innovative technology was recently presented by FAA Administrator James Busey to Forrest Colliver, left, and Ted Signore of the MITRE Corporation.



The two engineers designed a communication system that unites the diverse data links used by many FAA systems - such as the microwave landing system, traffic alert and collision avoidance system and Mode-S - into a unified and compatible system that can be easily understood and used by pilots and controllers.

Known as the Aeronautical Telecommunications Network (ATN), the system revolutionized the way air-ground telecommunications are handled within the National Airspace System.

In presenting the award, Busey lauded the leadership, technical expertise, encouragement and tenacity of Colliver and Signore that led to the worldwide adoption of this system.

Thrift Savings Plan Open Season Ends Thursday, January 31

The Thrift Savings Plan Open Season ends *Thursday, January 31*.

Both Federal Employees 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") is available in room 514. It can be returned 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.

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.

Building Fire Safety *continued from page 1*

Once outside, walk well away from the building, and cross the street to keep out of the fire zone and make room for rescue personnel and equipment, the Headquarters Building Management Division, ALG-500, advises.

As soon as the warning bell rings, whether continuous or sporadic, evacuate the building by the nearest stairwell.

During the recent fire drill at Headquarters, the interior stairways — those exiting into the lobby — were overloaded.

To speed up the time it takes to evacuate the building during an emergency and increase the personal safety of building occupants, stair-

ways 1, 4, 5 or 8 can be used by those located nearby when the alarm bell rings.

Fire wardens are positioned on each floor to direct and assist building occupants during a fire and to help them reach safety, so it is important to follow their directions.

The bell system sounds its alarm quickly throughout the building, and since seconds *do* count in a fire situation, the public address system will not be used to confirm that evacuation is necessary.

As soon as the warning bell rings, whether continuous or sporadic, evacuate the building by the nearest stairwell, and be alert to instructions from the building's fire wardens.

"The life you save could be your own," emphasizes the Headquarters building management people.

If you have been unable to hear the fire alarm because of hearing impairment, building arrangement or any other reason, call PRIDE, x77433, to resolve the situation.

Tips To Help Keep the Fire Department Away

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

- Stick to the building's smoking restrictions.
- Keep paper and files in containers and cabinets, not spread about to fuel a fire.
- Use only undamaged extension cords, and do not plug more than one extension cord into one outlet.
- Don't overload electrical circuits. Tripped circuit breakers or blown fuses are signs of an overload.
- Turn off electrical appliances when not in use, especially before leaving the office at the end of the day.
- Never use an elevator during a fire emergency. Most modern elevators are heat activated, so they might go to the fire floor and stop there with the doors open, exposing passengers to deadly heat and fumes.
- If you discover a fire, don't try to fight it. Sound the nearest alarm to call the fire department. Leave the fire area quickly. Close the door to the room where you saw the fire and all doors that you pass through on your escape route.

Recruiting *from page 1*

managers and FAA's special emphasis organizations, such as the National Black Coalition of Federal Aviation Employees, National Hispanic Coalition of Federal Aviation Employees, Technical Women's Organization and Professional Women Controllers.

In addition to Purnell-Rice, other members of the recruitment team are Dave Benton, Affirmative Employment Recruitment Program manager, and Susan Reyes, student employment coordinator and advertising manager.

"We have to start now to develop an interest in aviation by our young people.

"This means we have to get involved in community activities, career days at primary and secondary schools and other activities where we can create applicant sources for our long-range hiring needs," Purnell-Rice says.

FAA Administrator James Busey has made his position clear that this is not another "hit or miss" approach to affirmative action.

Here are some of the changes.

→ Managers at all levels are being held accountable in their performance appraisals for their accomplishments in the selection and the development of women, minorities and persons with disabilities.

→ Full-time recruiters have been hired in Headquarters and the regions.

→ FAA human resource managers are required to develop annual recruitment plans, outlining their recruitment goals and planned outreach activities.

→ Applicant pool goals are being established annually for Headquarters, center and regional human resource management divisions.

→ Human resource management divisions are required to submit quarterly accomplishment reports for evaluation by the recruitment team.

→ The Staffing Policy Division, APN-200, recruitment team is responsible for reporting to the FAA Administrator, FAA top-level managers, the DOT and Congress on the status of the agency's recruitment efforts.

Recycle It. The white color of the *Intercom* allows it to be recycled.

Boosting Airport Capacity

New Study Calls for Construction of New Runways at Major Airports

The construction of new runways at major airports is the most promising way to reduce air traffic delays, a new FAA study reports.

The study into the causes of delays and steps that can be taken to reduce them notes that the nation's 20 major airports currently suffer more than 20,000 hours of flight delays each year.

Delays are expected to double in the next 10 years if nothing is done to improve airports' capacity.

"Delays in the air or on the ground are one of our biggest problems in aviation," DOT Secretary Sam Skinner said. "This study identifies the causes of delays and suggests ways to reduce them."

The study, the 1990-91 Aviation System Capacity Plan, identifies several steps that can be taken to reduce delays. They include encouraging smaller aircraft to use reliever airports



Map pinpoints new and expanded runways planned or proposed among the top 100 airports.

near major airports, increased use of currently underused airports and the construction of new runways at major airports.

The study finds the third option, the construction of new runways, the most promising in terms of reducing delays and documents 60 new runways or runway extensions that are planned or proposed at the nation's top 100 airports.

In addition, improved airspace procedures – such as more widespread use of parallel approaches for instrument flights – could further reduce the number of delays at many airports.

To reduce delays further, the study also calls for development of technology that can safely reduce the separation now required between aircraft flying under instrument flight rules in bad weather.

Federal Women's Program Committee Plans for New Year Events, Activities Focus on Women in the FAA Work Force

The Federal Women's Program Committee (FWPC) at FAA Headquarters has a new year full of activities planned, and its members invite newcomers to join the organization and attend the events.

In 1991, the group's calendar includes:

- Workshops on how to prepare individual development plans (IDPs) and how to respond to the knowledge, skills and abilities (KSAs) in job advertisements.
- Sign language and foreign language classes.
- A new mentor program and a job referral/skills bank.
- A Senior Executive Service (SES) candidate roundtable and a workshop to discuss ways of preparing for senior management and the SES selection process.
- Brown bag "issues" luncheons.
- Job enrichment seminars during Secretaries Week and activities for Women's History Month in March and Women's Equality Day in August.

In the awards area, the committee recognizes selected managers at an annual luncheon and also honors an

outstanding member of its own organization for the year.

A governmentwide program established in November 1967 by the U.S. Civil Service Commission, the Federal Women's Program is a special emphasis group for affirmative action.

At the FAA the program is nationwide and focuses on the employment needs and problems of women as they relate to agency policies and practices.

Meetings of the Headquarters FWPC are normally held on the first Wednesday of each month at 11 a.m. in the Civil Rights conference room.

For further information on the committee's activities, contact Gloria Brown, x73482, or Lynda Griffin, x78136.



Sign language classes are planned by the Headquarters Federal Women's Program Committee. These hands spell FAA.

Feedback

Legal prowess. A recent *Intercom* article about a federal appeals court upholding an FAA rule that requires commercial airline pilots to retire at age 60 sparked a comment from a Headquarters FAAer.

Meg Mack, AFS-201, pointed out that *Michael Moulis* was FAA's winning trial attorney in the case. Moulis, formerly of AGC-220, is now with the agency in Orlando.

Something missing? FAAers lose lots of things in the Headquarters building — everything from jeep keys and a bottle of prescription pills to sweaters, rings and a hand sander.

Did you know items can be retrieved if they have been turned in to the building's management?

If you recently lost something, call *Nat Mosby* in the DOT Nassif Building, x64683.

Mosby's office keeps a list of lost items and holds them for 30 days. After that, they are turned over to the General Services Administration for disposal.

Flip, flop. The January 8 *Intercom* chronicled the story of an Atlantic City FAAer and her family who take foster children into their hearts and home.

A photo accompanying the story was "flopped."

It showed the family, several foster children and a policeman who had helped reunite a separated family. Because of the flip, flop, the policeman was incorrectly identified. He is on the right, not the left.

By the way, a flopped photo means the printer inadvertently turned around the negative before stripping it into the larger page negative.

Flopped photos are very hard to identify unless there is a sign in the picture. Then the letters are backwards, like in a mirror.

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.

Recruiting Opportunities

Job Fairs: Places To Help Find Future FAAers

Headquarters managers interested in recruiting women and minorities are reminded that several job fairs are slated for the Washington area and Atlanta this month and next.

Managers should ensure appropriate coordination within their organizations.

For additional information on the job fairs listed below, contact Fred Williams, AHR-150, Headquarters recruiter, x77963.

January 23-24

Clerical and Secretarial Job Fair
Office of Personnel Management
Washington Convention Center
900 9th Street, NW

January 24-25

Historically Black College Job Fair
Atlanta Hilton Hotel

January 28-29

Health Science and Technical Job Fair
Office of Personnel Management
Omni Shoreham Hotel
2500 Calvert Street, NW

February 6-7

Annual Career Fair
George Washington University
Marvin Center
801 21st Street, NW

February 13-14

11th Annual Engineer Co-op Day
Howard University
L. K. Downing Hall
School of Engineering

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.

Flightplan

King remembered. Monday, January 21, is a holiday for FAAers and all federal workers to remember Dr. Martin Luther King, Jr.



Managers group. The Headquarters chapter of the Federal Managers

Association (FMA) meets on *Wednesday, January 16*, at 12 noon in the MOC room on the 10th floor.

Contact Henry Butler, x79140.

Work force diversity. About 500 top DOT and FAA managers and executives from across the country will meet in Washington on *Tuesday, February 26*, to talk about cultural diversity in the DOT work force.

Billed as a "Diversity Summit," the day-long event will be kicked off by DOT Secretary Sam Skinner.

It will be held at the Arena Stage in Southwest Washington.

Coalition meetings. The National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its next monthly meeting on *Tuesday, February 5*, from 12 noon to 1 p.m. in FAA conference room 5ABC.

Monthly meetings are also scheduled for the following *Tuesdays*: *March 5* (room 5ABC), *April 2* (room 5ABC), *May 7* (room 9ABC) and *June 4* (room 5ABC).

Contact Marcia Adams, x73488, for additional information.

Recycle it. The white color of the *Intercom* allows it to be recycled.



Fighting Corrosion Program Boosts Safety

Airworthiness directives for monitoring and correcting corrosion on nearly 3,000 Boeing transport airplanes have been issued by the FAA.

The directives affect Boeing 707/720, 727, 737 and 747 airplanes.

turn to Corrosion on page 3

This Aloha Airlines 737 landed safely after losing an 18-foot chunk of its fuselage. The accident was a catalyst for widespread aging aircraft programs.

January 22, 1991



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

Low Drug Abuse in Aviation Industry

*'One Drug User Is One
Too Many,' Busey Says*

Drug test statistics released by the FAA indicate a low level of drug use by individuals in safety and security related positions in the aviation industry.

The tests were conducted on commercial aviation employees ranging from pilots to airport security screening personnel as well as persons applying for such jobs.

An analysis of 120,642 drug tests conducted over a six-month period showed positive findings in 561 cases, only 0.47% of the tests.

Moreover, 61.5% of the positive findings were detected in pre-employment tests, and the applicants were not hired in safety-sensitive positions.

The FAA said 345 of the 561 positive findings resulted from pre-employment tests. Those already employed and testing positive were immediately removed from their safety and security positions.

FAA Administrator James Busey said the nation's travelers have a right to expect a drug-free aviation system.

"These statistics indicate that drug use in aviation is not widespread, but *turn to Low Drug Abuse on page 2*



Cold Weather Driving Tips

It's hard to predict when ice, snow and cold temperatures hit the Washington metro area.

So it's smart to be prepared and follow the experts' advice on

turn to Driving on page 5

Highlights

Budget's Back. Headquarters budgeteers celebrated their return to the Headquarters building with a festive party last month.

Get a glimpse of the Office of Budget folks enjoying their new 10th-floor digs on page 8.

Soaring Scholarship. An award of \$500 toward sailplane flying lessons and textbooks and memberships can be won in the third annual Knauff-Grove, Inc., essay contest.

World sailplane record holders Tom Knauff and Doris Grove hope to help acquaint many young people with

turn to Highlights on page 2

Over the Top

\$276 Million of FAA's Procurement Money Goes to Minority Contractors, Small Disadvantaged Businesses

The FAA surpassed its goal for fiscal 1990 by ending the year with almost \$276 million in contracts and obligations to disadvantaged businesses.

That's way over the top. The agencywide goal for the 1990 fiscal year was \$188 million.

"Achieving 147% of the goal underscores the agency's commitment to the inclusion of disadvantaged firms in the procurement process here at FAA," said Inez C. Williams, special assistant for minority business enterprise.

The contracts for goods and services went to minority firms certified by the Small Business Administration, disadvantaged business enterprises and subcontracts to disadvantaged businesses.

Low Drug Abuse in Industry *continued from page 1*

even one drug user is one too many and will not be tolerated," he said.

The tests – which were conducted between January 1 and June 30, 1990 – are required of the airline industry as part of a program initiated by the DOT in 1989.

Under the program, 3.2 million other transportation workers are also subject to drug testing. They include interstate truck and bus drivers, railroad workers, seamen on commercial vessels and pipeline workers.

Some 538,000 aviation industry employees in safety and security-related positions are subject to five kinds of testing – pre-employment, periodic, random, reasonable cause and post accident.

The testing program includes pilots, mechanics, flight attendants, airport security screening personnel, flight engineers and aircraft dispatchers.

The 120,000 drug test results announced in December were conducted largely on employees and job applicants at large and medium-sized aviation companies. During the first year, random testing can be phased in, and the carriers can start with very low testing rates.

Random testing accounted for 178 (or 31.73%) of the positives, and periodic, post-accident, reasonable cause and return-to-duty testing turned up the other 38 positives (or 6.77%).

A breakdown of the positive test results by occupation reflects persons working in those positions as well as job applicants for those positions (who represent 61% percent of the total): 18 pilots and other flight deck crew, 116 flight attendants, 300 maintenance personnel, 48 aircraft dispatchers, 41 security personnel, 5 flight instructors and 4 private air traffic control personnel. Some 29 persons were not identified by job function, or the findings were not properly reported.

The number of pre-employment tests conducted was 42,523, and the periodic tests numbered 46,187. There were 30,732 random tests, 148 post-accident tests, 496 reasonable cause tests and 556 return-to-duty tests.

Of the positive tests, 346 were attributed to marijuana use, 196 to cocaine use, 13 to the use of opiates, 1 to the use of PCP and 15 to amphetamine use. The numbers add up to more than 561 because of multiple drug use by some persons.

Highlights *from page 1*

aviation through the sport of soaring.

Young persons interested in flying who are between the ages of 14 and 22 and are not an FAA-licensed pilot may apply.

A special form and an essay on any aspect of soaring flight are due by Friday, May 31.

Forms may be obtained at soaring sites only. For a list of soaring clubs and schools in your area, contact the Soaring Society of America, PO Box E, Hobbs, NM 88241, (505) 392-1177, or send a stamped, self-addressed envelope to John Campbell, scholarship director, 195-2 Robert Quigley Drive, Scottsville, NY 14546.

O'Hare Slots. A change in the way certain "slots" are allocated for international flights will help correct an imbalance among commercial air car-

riers at Chicago O'Hare Airport, DOT Secretary Sam Skinner has announced.

Slots are reservations for take-offs and landings.

Currently, airlines planning to operate new international flights can obtain slots being used for domestic flights.

This means that total scheduled operations do not exceed the limits set by FAA regulations.

This has allowed O'Hare's two largest carriers – United and American – to

obtain such slots from each other and from smaller carriers at the airport.

United and American currently control 75% of O'Hare's slots, and both are increasing their international flights.

To correct this imbalance, the revised FAA rule provides that airlines holding 100 slots or more at O'Hare – currently United and American – may not withdraw slots from other domestic carriers for new international flights.

Under the change, carriers holding 100 or more slots will have to convert their own domestic slots for new international flights, rather than get them from smaller carriers at O'Hare.

Under the long-standing FAA rule, limits are set on the number of flight operations per hour or half hour that airlines are permitted at O'Hare and three other busy airports: New York's LaGuardia and Kennedy airports and Washington National Airport.

On a related matter, the DOT is expediting consideration of a petition for rulemaking from American Airlines involving slots at O'Hare.

The petition proposes increasing the size and seating capacity of smaller turbojet aircraft that can use commuter slots at O'Hare.

Currently, such slots are limited to use by aircraft with less than 75 seats.

The proposal would permit aircraft seating up to 110 persons and qualifying under FAA's Stage 3 noise criteria to use commuter slots. DOT expects to act quickly on the petition.

New Hazardous Rule. A new rule that significantly simplifies and reduces the volume of current hazardous materials regulations was announced in late December by the DOT.

The new rule calls for performance-oriented packaging standards for the transportation of hazardous materials, adopts a new classification system for categorizing hazardous materials and harmonizes U.S. regulations with international rules based on United Nations recommendations.

Internationally, U.N. packaging standards become mandatory on January 1, 1991.

DOT Secretary Sam Skinner said, "This final rule replaces cumbersome

Headquarters

Intercom

January 22, 1991
No. 91-3

*Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521*

and outmoded specifications that go back to the early part of the century

"By modernizing and strengthening these standards, we will improve transportation safety while keeping U.S. companies competitive in international chemical markets where they now enjoy a favorable balance of trade," he said.

The new performance-oriented standards allow shippers flexibility in the design and selection of packages, while insuring that the strength of the package is appropriate for the degree of hazard posed by the material it contains.

The packaging standards will be phased-in over a five-year period beginning October 1, 1991. Voluntary compliance has been permitted since January 1, 1991.

The rule adds objective criteria for accurately identifying the hazards of certain materials, particularly materi-

'...we will improve transportation safety while keeping U.S. companies competitive...'

Sam Skinner
DOT Secretary

als that are extremely poisonous by inhalation.

Also, it aligns hazard communications requirements, such as labels, placards, package marking and shipping paper descriptions, with international regulations.

Many of the new requirements are based on recommendations developed with DOT and U.S. industries' participation on the U.N. Committee of Experts on the Transport of Dangerous Goods.

The final rule was published in the December 20, 1990, *Federal Register*

It was prepared by the department's Research and Special Programs Administration in cooperation with the FAA, Federal Highway Administration and U.S. Coast Guard.

More than 2,500 comments from the public were considered in developing the final rule.



Graduation Day

Seventeen FAAers were graduated from the first FAA Program Management Core Course. The course, developed by the Office of the Associate Administrator for NAS Development, AND, trains employees selected for the new acquisition program management teams that will streamline the agency's acquisition management process.

More than 100 FAAers will be attending the eight-day training program.

First-session graduates include Charles Ochoa, ANN-300, Tammara Morrow, ALG-330, Gary Skillicom, ANN-200, and Patricia McNall, AGC-510 — all seated at front. Standing are Clifford Bennett, ALG-310, Rosanne Marion, ANS-420, Bob Davis, ANS-410, George Kinsey, AGC-510, Jo Ellen Casilio, ATR-120, John Byrd, ATR-310, James Van Namee, ANC-500, Nathan Tash, AGC-520, Ardy Williams, ATR-120, Greg Carter, AGC-520, Noretta Harrett, ALG-320, and Andy Oltmanns, ATR-120.

Rosalyn Asbury, ATR-130, is not pictured.

Corrosion Prevention for Airplanes *from page 1*

Airlines operating these airplanes must develop corrosion prevention and control programs by December 31, 1991.

FAA had proposed requiring adoption of corrosion control programs for these four types of Boeing aircraft in a notice of proposed rulemaking in March 1990.

The programs are intended to prevent structural degradation due to corrosion and a combination of corrosion and fatigue.

FAA Administrator James Busey said, "Both the airplane manufacturers and the airline operators are to be congratulated for their outstanding cooperation and assistance in helping us create this corrosion prevention program."

In November 1990, the FAA issued a notice of proposed rulemaking that would require similar corrosion control programs for McDonnell Douglas DC-8, DC-9 and DC-10 aircraft.

These regulatory and other related actions stem from an Aloha Airlines accident in April 1988 in which a Boeing 737 lost 18 feet of the top of its fuselage but managed to land safely.

While metal fatigue was the primary cause, corrosion was also found in the aircraft.

In June 1988, FAA sponsored an international conference on aging aircraft.

After the conference, a joint government and industry task force was formed to develop a modification program to ensure the continued safety of older aircraft.

The directives will affect 2,989 Boeing airplanes, of which 1,514 are registered in the United States.

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.

Next Step: On-the-Job Assignments

These 11 FAAers from Headquarters are among the 23 agency employees nationwide who are the new Senior Executive Service Candidate Development Program candidates.

More than 360 applied for the program last year. The final 23 were announced in November.

The next step is an in-depth individualized development program that includes on-the-job assignments.

These assignments may be in the FAA but outside the candidate's organization, in another transportation modal agency, at an association or group that works closely with the FAA or in a Congressional office or committee. The Headquarters group includes, left to right, George Terrell, Paul Strybing, Patrick Heidenthal, Lynne Osmus, Peter Sweers, Fanny Rivera, Richard Rodine, Richard Arnold, Kenneth Byram, David Tuttle and David Gilliom. Not pictured are Lawrence Covington, Raymond Thoman and David Thomas.



Honoraria Ban Update: Appeals Court To Hear Case

New Law Forbids Federal Workers from Taking Payment for Speeches and Articles

The Supreme Court refused in early January to halt enforcement of a new, controversial ethics law that prohibits FAAers and all federal employees from taking payment for appearances, speeches or articles even if the subject is totally unrelated to aviation or the employee's government job.

However, a federal appeals court, which also refused to block enforcement of the law, is scheduled to hear arguments in the case on January 29.

Beginning January 1, federal workers who moonlight as occasional writers, critics or lecturers had to stop taking pay or gifts for their services or face fines of up to \$10,000.

Arguments against the law include that it is a violation of the First Amendment right to the freedom of speech.

The ban is strict.

For example, one of those challenging the law, an IRS tax examining assistant, is forbidden by the law from taking payment for free-lance articles on environmental topics or speeches to local church groups on earthquake preparedness.

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.

Although there is talk in Congress about modifying the honoraria ban in the Ethics Reform Act, the new Con-

gress has not acted on the issue since it was sworn in.

For more information, contact your legal office.

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

Changing Health Benefits

Don't Get Stuck with an Unexpected \$500 Bill

This year the Federal Employees Health Benefits Program (FEHBP) features a new twist. Patients are now required to get preapproval for non-emergency hospital confinements.

A patient who doesn't follow this requirement will have to pay the first \$500 of the hospital bill in addition to any deductible and coinsurance on hospital inpatient care.

Although preapproval is not required in emergency situations, the hospital or doctor must notify an employee's plan promptly - often within 48 hours - of an emergency admission.

Health maintenance organizations (HMOs) have always preapproved hospital stays.

Insurance companies are setting up toll-free telephone numbers for callers seeking clearance for hospitalization. Clearance should be obtained seven days or more before the planned admission.

Aimed at cutting medical costs, the preapproval requirement has been a feature of private health plans for years.

Specific details for individual plans appear in the plan's 1991 brochure.

Contact your servicing human resource management division for further information.

Driving in Cold Weather: Tips from the Far North *continued from page 1*

driving in cold weather and save yourself some trouble down the road.

Two of FAA's resident experts in the Alaskan Region—Charles A. Gilmore, regional safety manager, AAL-423, and Rexel Young, motor fleet manager, AAL-52B1—provide the following tips to handle the winter driving challenge:

Speed. Give yourself plenty of time to get where you're going.

Posted speed limits are for dry conditions, but on icy roadways, half the speed limit may be suicide.

Vary your driving speeds according to road conditions.



Vision. No other factor is as important for safe driving.

Place frost shields in critical areas. Clear *all* windows of snow, ice or condensation.

Also remove snow from the hood. This snow turns into quick whiteout, and it gets into the air intake icing the inside of the windshield.

Use garage time to wash windows inside and out to reduce the accumulated film.

Wear sunglasses if sunlight is reflecting from snow.

Lights. Even though you can see during twilight and daylight, drive with low-beam headlights (not parking lights).

Periodically clean all lenses because dirty headlights can cut visibility by 50% or more.

Don't forget the directional lights and tail lights.

Tires. Be sure your tires have adequate tread.

Extra weight over the rear wheels might improve traction a little, but it's at the expense of steering control and

longer stopping distances. The trade-off isn't worth the risk.

Lower tire pressures do not increase traction, and underinflated tires can seriously affect steering.

Keep in mind that for every 10 degree Fahrenheit (F) drop, the tire air pressure goes down about one psi (pound(s) per square inch).

For example, a tire inflated to 45 psi at +30 degrees F would be only 39 psi at -30. Remember, underinflated tires are the major cause of tire failure.

Ice. At +30 degrees F, ice is twice as slippery as at 0 degrees F.

As temperatures plunge to -30, ice

becomes "dry," so relatively warm times can be the trickiest.

Ice forms first and lasts longer on bridges and in the shade.

If you hit an unexpected patch, don't try to brake, accelerate or downshift. Let up on your accelerator and idle your vehicle through the slippery area.

If you skid, quickly take your foot off the gas and brake, and steer into the direction of the skid.

Hold the steering wheel firmly, and don't turn sharply. Use a light touch to correct the swerve.

Ventilation. Crack windows for flow-through ventilation, even at very low temperatures.

Be sure that the fresh air intake is free of ice and snow.

Braking. For front- and rear-wheel-drive vehicles with disc or drum brakes, the National Safety Council recommends squeezing the brakes with a slow, steady pressure.

When you feel them starting to lock, ease off until the wheels are rolling, then squeeze again

Pumping the brakes is no longer

considered the most effective technique.

Be sure the brakes are adjusted and balanced to minimize skidding.

Following distance. Maintain at least twice the normal following distance on snow or ice.

Accident review boards report that rear-end collisions account for most of the winter accidents.

If you are being followed too closely, maintain greater braking distance for gradual stops.

Towing. All people should be out of both vehicles when hooking or unhooking chains or cables.

Fingers have been crushed and amputated when unaware drivers moved the vehicles before everything was ready.

Dead batteries. When jumping batteries, connect one cable to the (+) terminal of each battery.

Then connect one end of the second cable to the (-) terminal of the booster battery and the other end to a nut or bolt on the dead vehicle's engine.

Do *not* connect it to the (-) terminal of the discharged battery; that's close to any possible hydrogen gas production and unnecessarily increases the chances of an explosion.

Start the engine on the helper vehicle, and let it run a few minutes. Then start the disabled vehicle's engine.

Remove cables in the exact *reverse* order.

Always wear eye protection, preferably chemical goggles, when jumping batteries, and avoid placing your head directly over either battery. Explosions do happen.

Be prepared. Remember that the weather can change rapidly, so be prepared. If you are not wearing warm boots, gloves, ear coverings, etc., keep them in the car.

An accident can happen to anyone at any time, and without proper clothing, frostbite or hypothermia could be the result.

Keep a blanket, shovel and working flashlight with you for emergency situations.

Safety belts. Wear them.

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 routing symbols and telephone numbers of the Headquarters EEO counselors and Civil Rights manager.

<i>Henry L. Butler</i> , ATH-330 x79140	<i>Harkey Mayo</i> , AOV-305 x66433
<i>Mary Jo Blount</i> , AIR-110 x79561	<i>Marvin H. Norris</i> , ATR-210 x79440
<i>Brian Calandine</i> , AFS-250 x79531	<i>Lola L. Palmer</i> , ALG-310 x77690
<i>Warren Davis</i> , ATP-210 x79224	<i>Helen Penn</i> , ABU-220 x73295
<i>Annett M. Eldridge</i> , AHR-150 x77189	<i>Delores Powers</i> , ABU-10 x79019
<i>Tawawn Y. Harrison</i> , ALR-200 x78182	<i>Michael M. Scott</i> , ATZ-320 x77488
<i>Patricia G. Haynes</i> , AGI-1 x78211	<i>Mike Smith</i> , ARM-107 x79684
<i>Suzanne C. Holloway</i> , AOA-10 x73852	<i>Naite (Tina) Stephens</i> , ACR-3 Headquarters Civil Rights Manager x73253
<i>Carol Johnson</i> , ATP-200 x73731	<i>Bessie Waiters</i> , ARP-2 x78738
<i>Ida Klepper</i> , ARM-1 x79688	<i>Sheila D. White</i> , AHR-130 x77184
<i>David Knettel</i> , AAP-420 x78641	<i>Robert E. Whitfield</i> , ASM-260 x78292
<i>Michael A. Lenick</i> , ATM-510 x77907	

Submit Retirement Applications Early

Did you know you should submit your application for retirement (SF-2801 or SF-3107) and all supporting documents six weeks before the date you expect to retire?

This gives the retirement specialist time to:

→ Verify your service, civilian and military.

→ Advise you on the best date to retire.

→ Transfer your health benefits to the Office of Personnel Management (OPM).

→ Verify your life insurance coverage and transfer it to OPM.

→ Advise you of any documents left out of your initial submission and request that you submit them (DD-214, OPM-1538, SF-2818, etc.).

→ Answer your questions.

→ Furnish you with a copy of all documents, for your review, prior to the effective date of your retirement.

If you submit your application later than six weeks prior to the effective date, you will increase the chances that your first annuity check will be delayed.

Thanks to Jean Pershall, retirement specialist from the Alaskan Region, for this report.

Wednesday Deadline. *Intercom* is published weekly.

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

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

Building Update

'Switch off' waste. With environmental concerns growing and energy costs rising, the Headquarters Building Management Division, ALG-500, reminds everyone using the building that there's a simple way to save energy and prevent needless energy consumption and bills.

Just turn off the lights when leaving for the day.

A significant number of lights left on after hours and on weekends, particularly in open bay offices, have been reported to the division.

Although a request is in for the General Services Administration to install motion detector light sensors for open bay office areas - the sensors already being used in restrooms to switch off unused lighting -, the building management team asks occupants not to wait for GSA action.

Begin right now to switch off the lights at the end of every day.

Flightplan

Help a student. Want to spark aviation interest in a local student? Then, FAA's Volunteer Committee needs your help.

The committee is looking for FAAers at Headquarters to help acquaint Hine Junior High School students with career opportunities in the FAA.

The committee is sponsoring "A Career Day at the FAA" for students from the Southeast Washington school on *Tuesday, January 29*, from 9 a.m. to 1:15 p.m.

The program includes an opening session in the FAA auditorium with remarks from FAA officials and a motivational talk from Spann Watson. Watson recently received the Aero Club's "Elder Statesman of Aviation" honor.

The students will view career videotapes about the agency before departing to spend the morning with sponsoring hosts in various organizations.

Hine students will eat lunch in the cafeteria before returning to school.

To volunteer or for more information, contact Ellen Butler, AFS-540, x73288; Marie McReynolds, AAA-212, x78965; or Margaret Powell, AHT-30, x67037.

Job fairs. Headquarters managers interested in recruiting women and minorities are reminded that several job fairs are slated for the Washington area and Atlanta this month and next.

Managers should ensure appropriate coordination within their organizations.

For additional information on the job fairs listed below, contact Fred Williams, AHR-150, Headquarters recruiter, x77963.

January 23-24

Clerical and Secretarial Job Fair
Office of Personnel Management
Washington Convention Center
900 9th Street, NW

January 24-25

Historically Black College Job Fair
Atlanta Hilton Hotel

January 28-29

Health Science and Technical Job Fair
Office of Personnel Management
Omni Shoreham Hotel
2500 Calvert Street, NW

February 6-7

Annual Career Fair
George Washington University
Marvin Center
801 21st Street, NW

February 13-14

11th Annual Engineer Co-op Day
Howard University
L. K. Downing Hall
School of Engineering

Women's committee. *Wednesday, February, 6*, is the date for the next meeting of the Federal Women's Program Committee (FWPC) in the 10th-floor Civil Rights conference room. The meeting starts at 11 a.m.

Marcia Adams, x73488, is the person to contact for more information about the group's activities.

Detective mystery. The DOT Employees Recreation Association is sponsoring a trip to the Kennedy Cen-

ter to see the murder mystery, "Shear Madness," on *Sunday, February 10*.

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 (202) 382-6566 no later than *Friday, February 1*.

Coalition meetings. The National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its next monthly meeting on *Tuesday, February 5*, from 12 noon to 1 p.m. in FAA conference room 5ABC.

Monthly meetings are also scheduled for the following *Tuesdays*: *March 5* (room 5ABC), *April 2* (room 5ABC), *May 7* (room 9ABC) and *June 4* (room 5ABC).

Contact Marcia Adams, x73488, for additional information.

\$\$ deadline. The Thrift Savings Plan Open Season ends *Thursday, January 31*.

Both Federal Employees 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.

In the last *Intercom* there was an error in naming the investment fund CSRS employees could participate in during previous years.

Here is the correct information:

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 G Fund.

TSP election forms are available in room 514.

For answers to questions on the TSP, Headquarters employees should call Ida Mack, x73881, or Barbara Claytor, x73873.

Budget's Back

Budgeteers Dig New 10th-Floor Digs

After seven months of riding the DOT shuttle bus to and from the U.S. Coast Guard's Transpoint Building, the employees of the Office of Budget were able to settle back into old space – but with new surroundings.

As part of the Headquarters building modernization program, Budget's space underwent complete renovation.

In late October, employees vacated their temporary home along the banks of the Anacostia.

Although there was some inconvenience, it was well worth the wait, budgeteers say.

The new modular systems furniture sports a soothing blue color scheme.

With an asbestos free and leak proof environment, budgeteers were happy to move back to their improved offices.

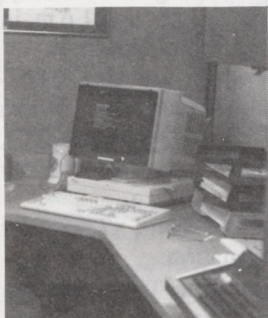
In fact, in order to celebrate their return, the employees combined their culinary talents and held an open house.

One of the many party organizers dubbed it a "welcome back to Headquarters" bash and a "thank you to all the people who had to deal with Budget long distance."

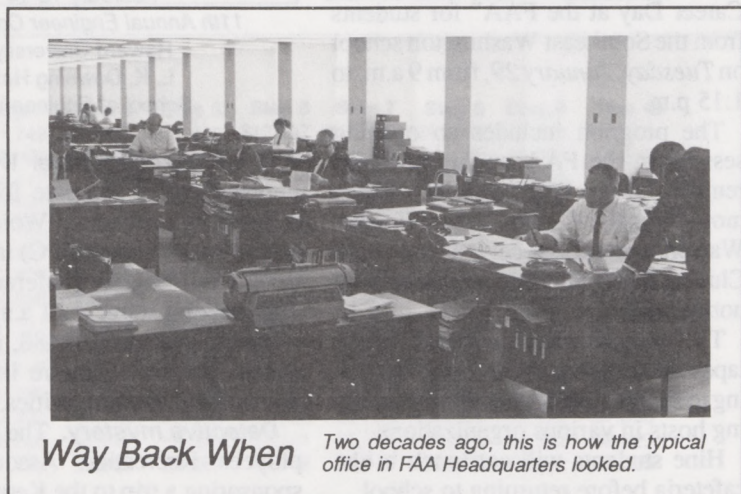
People from all over the Headquarters building wandered through the new space during the party held last month. Santa showed up for the occasion, too.

The sign above the entrance captured the feeling that permeated throughout the office, "The New Improved ABU."

DOT photographer Lance Strozier caught glimpses of the new office space and the party in these shots.



Photos by Lance Strozier



Way Back When

Two decades ago, this is how the typical office in FAA Headquarters looked.



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

A Presidential Pat on the Back

Whittington Honored with High Civil Service Award

Retired FAAer Bob Whittington won a Presidential pat on the back and a \$20,000 stipend for "sustained extraordinary accomplishment" during his federal government career.



Bob Whittington

Whittington was one of 69 top-level government executives praised by President Bush during a January 9th ceremony in Washington.

Whittington received the government's highest award given to career members of the Senior Executive Service (SES), the "Distinguished Executive" Presidential Rank Award.

Meritorious Presidential Rank winners, page 3.

This award is limited to 1% of the career SES governmentwide.

To commemorate the event, the President gave Whittington a gold pin and a

turn to Whittington on page 2



Frosty Feathers

Washington's wacky and unusually warm weather this winter cheated FAAers out of an icy sight.

Two years ago, the first unexpected cold snap of the winter caught this Smithsonian fountain off guard. Freezing temperatures turned running water into crystals that dangled down the fountain's pedestal and its black iron bird sculptures.

Here's a glimpse of that scene again. The fountain is sandwiched between the Hirshorn Museum and the Arts and Industries Building across the street from FAA Headquarters.

Highlights

Remember the Dream. In observing the sixth national celebration commemorating the life of Dr. Martin Luther King, Jr., DOT Secretary Sam Skinner lauded the slain civil rights leader's achievements.

In a message to DOT employees, Skinner said January 21 was "a day to remember the dream - a dream of freedom, justice and equality for all American citizens - for which he died.

"That dream is still unfolding in this nation and around the world as the family of man struggles to resolve

turn to Highlights on page 2

EEO Record

Panel Reviews 75

for Administrator's Awards

A record number of FAAers have been nominated to compete for FAA's yearly equal employment opportunity awards.

The accomplishments of 75 agency workers were reviewed in early January by a Headquarters selection panel.

Final winners of the 14th Annual Awards for Excellence in Equal Employment Opportunity will be announced in the near future.

FAA Administrator James Busey made a special visit to the panel to stress the importance of the honor and his commitment to institutionalizing EEO as an integral part of a supervisor's and manager's overall work performance.

Nobby Owens, AAT-2, chaired the panel. Other members were David Bonnick, AAC-9; Ronald Jennings, ASM-120; Jerry Lavey, APA-3; Barbara Silva, ASM-310; and Deborah Wilson, ALG-301.

NTSB Plans Move to L'Enfant Plaza

The National Transportation Safety Board plans to move its headquarters operation out of the FAA Building in July, freeing up about 59,000 square feet of space for FAA's use.

The NTSB occupies most of the 8th floor.

NTSB plans to move into the nearby L'Enfant Plaza complex.

The space is located on the 5th and 6th floors of 490 L'Enfant Plaza East, the same building that houses Lowes L'Enfant Plaza Hotel.

The Comptroller of the Currency currently occupies NTSB's future home.

After NTSB moves out, FAA plans initially to use the area for "swing" space while a sprinkler system is installed on the 10th floor. Then the 8th floor is expected to be used to accommodate FAA Headquarters growth.

Highlights *from page 1*

issues related to the social, political and economic problems of today," Skinner said.

"...we can use his teachings of nonviolence to help us resolve many of our contemporary problems.

"Let us remember that part of the purpose of this holiday is to provide the opportunity for citizens everywhere to demonstrate a commitment to nonviolent special change," Skinner said.

Tail Cone Inspections. The FAA has issued an airworthiness directive requiring airlines to inspect repeatedly the tail cone exits on DC-9s.

The directive, issued January 11, affects about 830 aircraft worldwide, including 450 registered in the United States.

The directive comes on the heels of a December 3, 1990, accident involving the runway collision of two Northwest aircraft - a DC-9 and a Boeing 727 - at Detroit Metropolitan Airport.

After extensive testing, NTSB investigators found that the interior tail cone release mechanism failed to separate the tail cone and deploy the emergency evacuation slide.

Seven passengers and a flight attendant were killed in the DC-9 after it was hit by a 727 trying to take off.

Major operators of DC-9s are Northwest, USAir, American, Continental, Delta and TWA.

The FAA plans to issue a second directive soon that affects the tail cone release mechanism on MD-80 airplanes, the new version of the DC-9.

Knows His Stuff. Jerry Standlee had almost given up on a chance to test his mental prowess on TV's "Jeopardy!" quiz show.

Three years ago, when he worked for the FAA in Amarillo, TX, the "Jeopardy!" crew was in town scouting out possible contestants.

Jerry passed the test. His name was added to a potential contestant list, but he never got a call from Hollywood.

Then this fall, while attending a convention in Los Angeles, he called the game show again, took the test

again and was put on another list.

Three weeks later he was in Hollywood on the show.

Jerry, an eight-year veteran of the agency who works at the Ft. Worth Automated Flight Service Station, came out on top four days in a row and won a total of \$22,500.

The shows aired nationwide in early January.

Poor Piloting. Improper piloting techniques and inadequate crew coordination were the probable cause of a September 1989 fatal airplane crash at Grand Canyon National Park Airport, the NTSB says.

Grand Canyon Airlines flight "Canyon 5" crashed after a go-around and an unsuccessful initial landing attempt. The two pilots and eight of 19 passengers were killed. The plane was returning from a local sightseeing flight.

"The captain's supervision of the first officer, who was flying the plane, was inadequate, and his intervention during the attempted landing was untimely or improper," the NTSB report said.

NTSB said the flightcrew lost control of the de Havilland DHC-6-300 Twin Otter during a bounced landing and was unable to regain control during the attempted go-around.

The plane crashed into power lines and trees on a hill about 1,200 feet left of the runway and was destroyed.

Airline Stats. The nation's largest airlines posted impressive performances in November, setting a new record for fewest reports of mishandled baggage and scoring their second-best mark in categories of on-time arrivals and consumer complaints.

The DOT's monthly "Air Travel Consumer Report" said the nation's 12

largest airlines averaged 5.60 reports of mishandled baggage per 1,000 passengers in November, the lowest rate since airlines began reporting this data in September 1987.

The airlines posted an 84.6% on-time arrival performance in November, compared to 82.4% in October, and second only to the 85.6% mark recorded in September 1988.

In compiling the data, delays caused by mechanical problems are not counted.

The DOT received 642 consumer complaints against airlines in November, a monthly low surpassed only by the 508 complaints received in June 1990. In October, DOT reported 793 complaints.

Whittington *from page 1*

framed certificate he had signed.

Bush praised Whittington and the other winners for their "unsurpassed devotion" and their "dedication, expertise and zeal" for their work.

He said they "enhanced the dignity and the stature of public life, of public service, and that is an achievement for which you have every reason to be proud...."

"Your integrity and professionalism have helped make our federal government a model for the rest of the world....," Bush said.

"I really congratulate you all from the bottom of a very, very grateful heart. Thank you so much."

The nation's chief executive also said, "It's often thought that a career in public service is a thankless one, and it's true that the people who put in the long hours and keep the government moving rarely make the front page or the Sunday talk shows.

"That last point," the President quipped, "that may be a blessing for all of you...."

Whittington began his FAA career in 1955 as an air traffic controller.

He retired in August as Executive Director for Administration and Resource Management.

Whittington said of his federal service, "I really have enjoyed every bit of it. I don't know if I could have asked for anything better."

Headquarters

Intercom

January 29, 1991
No. 91-4

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

\$10,000 Stipends

7 FAAers Named 'Meritorious' Presidential Rank Award Winners

Seven FAAers are among about 300 federal executives being honored with "Meritorious Executive" Presidential Rank Awards.

The meritorious honor carries a \$10,000 award, silver pin and framed certificate signed by the President.

FAA's winners received their stipends and praise during a ceremony with DOT Secretary Sam Skinner and FAA Administrator James Busey.

The Office of Personnel Management also plans to honor the meritorious winners at a future ceremony.

Here are the recipients:



"Meritorious Executive" Presidential Rank Award winners, left to right, Edward Kelly, Dale McDaniel, and H. C. (Mac) McClure.

FAA Administrator James Busey, left, congratulates "Meritorious Executive" Presidential Rank Award winners, left to right, Irene Barnett, Garland Castleberry, Joseph Del Balzo and Arnold Aquilano.



Arnold Aquilano

Associate Administrator for Airway Facilities
Washington Headquarters

Irene Barnett

Director, Office of Program and Resource Management
Washington Headquarters

Garland Castleberry

Regional Administrator
Southern Region
Atlanta

Joseph Del Balzo

Executive Director for System Development
Washington Headquarters

Edward Kelly

Deputy Associate Administrator for Airway Facilities
Washington Headquarters

H. C. (Mac) McClure

Director, Mike Monroney Aeronautical Center
Oklahoma City

Dale McDaniel

Deputy Associate Administrator for Policy, Planning and
International Aviation
Washington Headquarters



Norma Jean Vanagas, EPG chair; and EPG representatives Morgan Baker, AAA-400, Larry Conrad, AAA-500, Rich Sloan, AAA-100, Ray Taylor, AAA-210, Roxanne Jackson, AAA-220, and Rose Millar, AAA-300. John Brown, AAA-100, the EPG's management rep, is behind the camera. Vanagas' daughter, Michele, helped refurbish some of the dolls with new outfits.

Accounting's EPG Adds to Annual Gift-Giving

Along with an annual holiday donation to Children's Hospital, this year the Office of Accounting's Employee Participation Group (EPG) also sponsored a "Toy Box" for the underprivileged children at Martha's Table.

Martha's Table is a nonprofit group that provides food and clothing to the hungry and homeless and sponsors programs for children in need. It is one of the groups supported by the DOT Volunteerism Program.

In mid-December the EPGers loaded up a station wagon with new and used toys that had been collected in the AAA front office and delivered the gifts to the charity located in Northwest Washington.

Toys donated ranged from stuffed animals and dolls to a computer for use by children who come to the facility for after-school care.

Gift-givers pictured are Ernie Keeling, Director of Accounting;

Flightplan

Aviation class. Embry-Riddle Aeronautical University has come to Dulles Airport. The university now offers an undergraduate college course taught in the airport's main terminal conference room

The course, History and Regulation of Aviation, AS254, can be used toward a Bachelor of Professional Aeronautics Degree.

Registration dates are *Monday, February 25, to Friday, March 1*, from 11 a.m. to 3 p.m. Cost is \$300, plus books.

The term runs from *March 11 through May 3*, with class meetings on *Mondays and Wednesdays*, 5 to 7:30 p.m.

Parking arrangements will be discussed during registration.

For further information, call Embry-Riddle Aeronautical University, Andrews Air Force Base campus, (301) 735-6340 or (301) 981-4098.

The number of enrolled students will determine whether this college program will offer more courses on more nights next semester.

Recruiting help. Headquarters managers interested in recruiting women and minorities are reminded of two job fairs in February.

For more information on the job fairs listed below, contact Fred Williams, AHR-150, x77963.

February 6-7

Annual Career Fair

George Washington University

Marvin Center

801 21st Street, NW

February 13-14

11th Annual Engineer Co-op Day

Howard University

L. K. Downing Hall

School of Engineering

Women's committee. *Wednesday, February, 6*, is the date for the next meeting of the Federal Women's Program Committee (FWPC) in the 10th-floor Civil Rights conference room. The meeting starts at 11 a.m.

Marcia Adams, x73488, is the person to contact for more information about the group's activities.

Active Reservists

8 Men and Women from Headquarters Called Up

FAAers from across the country, who serve in the military reserves, have been called up to support the U.S. government in Operation Desert Shield and Desert Storm.

By January 7, the call up included 87 reservists employed at the FAA nationwide - 14 from air traffic, 36 aviation safety inspectors, 9 electronics technicians, 1 airspace systems pilot and 27 in other jobs.

So far the military has called eight reservists from FAA Headquarters to active duty.

Here is the roll call of the men and women employed at Headquarters recently activated in the reserves.

Daniel Beaudette, AFS-1

Louis Cusimano, AFS-800

Gary Davis, AFS-240

Denise Hursey, AGC-220

Gary Martindell, AFS-540

Marlene Mayer, AAM-220

Thomas Toula, AFS-210

Lawrence Youngblut, AFS-240

At Headquarters, one recently activated reservist is Denise A. Hursey, a secretary in the Chief Counsel's Office. Hursey left on Sunday, January 6, for duty with the 274th Military Police Company of the District of Columbia Army National Guard.

Hursey and Richard Beitel, manager, Operations Law Branch, say good-bye at the District of Columbia Armory.



People

Well spoken. The FAA/NTSB Speechmasters/Toastmasters International Club awarded its top speakers during a December luncheon at the Capitol Holiday Inn. Club members presented with awards for 1990 were:

James (Jim) Barrett, NTSB

Best Speaker of the Year

David Hobbs, ACP-200

Best Evaluator of the Year

Ray Kelly, ARD-210

Toastmaster of the Year

Sharon Pierson, AAF-20

Most Improved Speaker

Patricia (Pat) Reed, NTSB

Best Table Topic Participant of the Year

Regular club meetings are on the first and third Tuesday of each month at 12 noon. Meetings are usually held in conference room 9C.

Thelma Bagley, x78875, can be

contacted for more information about the club.

FWPC officers. The Federal Women's Program Committee (FWPC) has elected its officers for 1991

They are *Loretta McNeir, AMS-350*, chair; *Diane Ables, AHR-142*, assistant chair; *Pat Newton, ALG-360A*, secretary; *Carolyn McVickers, ALG-120*, assistant secretary; *Doretha Robinson, AAA-212*, treasurer; and board members *Naomi Bryant, AIR-510*, *Deena Collier, ACS-3F*, and *Lynda Griffin, AMS-10*.

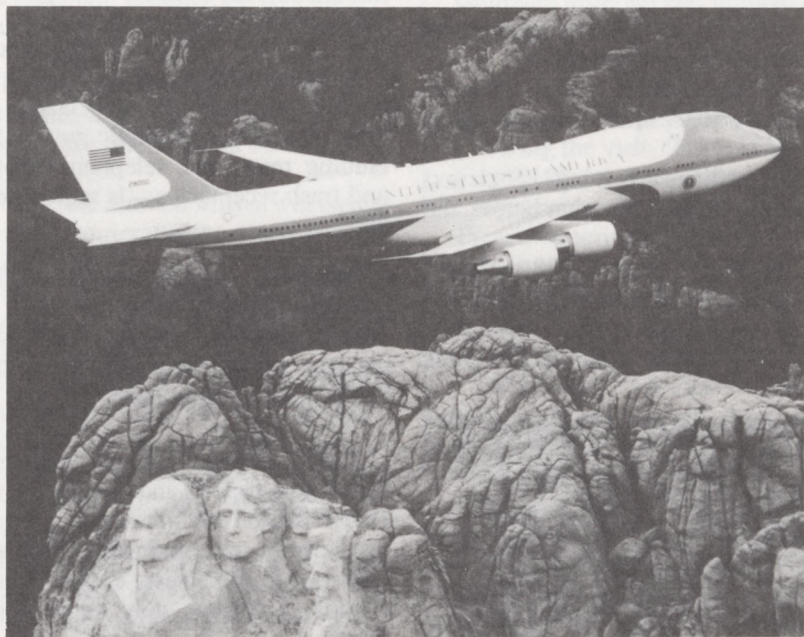
Report Suspicious Activity

Headquarters FAAers are urged to report suspicious activity to the security guard desk in the main lobby, or call x78829.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



The Plane and the Presidents

The new Air Force One, which went into service last year, soars over Mt. Rushmore in the Black Hills of South Dakota. The uniquely modified Boeing 747-200B is one of two identical presidential airplanes that replace 707-320Bs, which had been used for travel since President John Kennedy was in office.

Pay Adjustment Affects 5,933 FAAers

A total of 5,933 FAAers are affected by an 8% pay boost – called an “interim geographic adjustment” – that went into effect January 13.

Many will see fatter paychecks soon. That’s on top of the 4.1% increase all federal workers received this year. That salary rise also took effect January 13.

A Big Make-Over Auditorium To Close for Renovations

At FAA Headquarters, the third-floor auditorium will be brought into the '90s this year.

It is expected to close at the end of March for a top-to-bottom renovation and the addition of a new video studio, which will be constructed on the fourth

turn to Auditorium on page 4

FAAers making the 8% extra cash have official duty stations at FAA facilities located in the Los Angeles, New York and San Francisco consolidated metropolitan statistical areas (CMSAs).

The additional money is part of sweeping federal government pay reform legislation that passed last year.

It includes the 8% add-on designed to close the gap between government and private sector salaries.

President Bush directed that federal

turn to Pay on page 5

Fatalities Fall

General Aviation Posts Safest Year since 1960s

Civilian aviation accidents and fatalities in the United States declined in 1990 from the previous year, according to preliminary statistics compiled by the National Transportation Safety Board.

The NTSB said there were 2,282 aviation accidents and 819 aviation-related deaths last year.

Here are the stats:

→ **Air carriers.** The Safety Board reports 26 accidents and 39 fatalities in 1990 involving U.S. air carriers, compared to 30 accidents and 278 fatalities in 1989.

turn to Aviation on page 2

Highlights

A Woman's View. Kim Brams, a Headquarters Employee Assistance Program counselor, has experience in helping solve problems that affect women.

Turn to page 7 for more about Kim.

Fancy Feast. Guess who showed up for lunch? Find out on page 8.

Work Force Diversity. More than 30 DOT personnel and civil rights officials zeroed in on work force diversity at a special session in early January.

The two-and-a-half-day meeting included FAAers Leon Watkins, Assistant Administrator for Civil Rights, and Herb McLure, Associate Administrator for Human Resource Management.

At the working session, the group

turn to Highlights on page 2

Aviation Fatalities Fall *continued from page 1*

Included in this category are passenger airlines, cargo carriers and other carriers conducting scheduled and non-scheduled revenue operations in large transport category aircraft.

According to figures supplied to the NTSB by the FAA, U.S. air carriers flew an estimated 4.38 billion scheduled miles last year, an increase of 45.45 million miles over 1989.

There were approximately 7.26 million scheduled departures by the air carriers in 1990, virtually unchanged from 1989.

→ **Commuters.** Commuter air carriers in the United States were involved in 14 accidents that resulted in four fatalities last year, the lowest number of accidents ever recorded by the NTSB.

The four deaths reported equal the previous low of four fatalities reported for 1986. In 1989 there were 17 commuter accidents and 31 fatalities.

Based on FAA figures, the NTSB reports commuter air carriers flew an estimated 392 million miles and had approximately 2.9 million departures in 1990, showing little change from a year earlier.

→ **Air taxis.** There were 104 accidents and 40 fatalities involving U.S. air taxi carriers in 1990 compared to 113 accidents and 88 fatalities the year before, the NTSB reports.

→ **General aviation.** In general aviation, the NTSB reports 2,138 accidents and 736 fatalities in 1990, the lowest accident and death totals reported since the NTSB began compiling records for general aviation in the 1960s.

For 1989 the Safety Board reports there were 2,201 accidents and 757 fatalities in general aviation.

→ **Flying hours.** The NTSB said civilian aircraft flying in the United States logged approximately 47.39 million hours in 1990, according to FAA-supplied figures.

Highlights *from page 1*

discussed ways to work better together and move forward with DOT Secretary Sam Skinner's initiative to improve opportunities for minorities, women and the disabled and to create a better climate for diversity in the DOT work force.

McMeekin Moves On. Dr. Robert R. McMeekin finished his three-year tour of duty as FAA Federal Air Surgeon and was reassigned in January to the Office of the Assistant Secretary of the Army.

Dr. Jon Jordan is now acting Federal Air Surgeon.

McMeekin holds the rank of colonel in the U.S. Army Medical Corps. He was appointed to a three-year term as Federal Air Surgeon in 1987.

FAA Administrator James Busey said McMeekin "has served with energy and dedication ... the FAA appreciates his capable service, and we wish him continued success in his new assignment."

Tighter Security. With the onset of war in the Persian Gulf, the DOT has tightened security at transportation facilities in the United States and abroad to counter potential terrorist activities.

DOT's Regional Emergency Transportation Coordinators and high-level DOT regional officials are on alert. They are charged with coordinating DOT responsibilities locally and are working with state and local officials.

The FAA has worked with airlines and airports to implement increased security measures.

All domestic commercial airports are operating under "level four" of FAA's

Headquarters
Intercom

February 5, 1991
No. 91-5

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

security program -- the highest level of security readiness.

Under level four, security measures such as the following are in effect:

→ An increased number of law enforcement officials are stationed more visibly in airports.

→ Only ticketed passengers are allowed to enter terminal gate areas.

→ Explosives detection dogs are used where appropriate.

→ Unattended vehicles left at terminal curbside are towed away.

→ Curbside check-in is eliminated.

→ Passengers are denied access to checked luggage after it is cleared.

→ Inspections of public areas -- including restrooms, telephone booths and trash receptacles -- is more intensive.

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.

Travel Smart. During increased security at airports and by airlines, the FAA has these tips for passengers flying on domestic and international flights:

→ Get to the airport early. Added security measures may cause some delays.

→ Minimize the amount of luggage you take. Do not leave your bags unattended or out of your possession at any time. If you see an unattended bag, report it to security personnel.

→ Avoid carrying larger electric or electronic devices. Pack such devices in carry-on bags since they may need to be examined by security personnel. Be prepared to declare all electrical items you have packed.

→ Do not accept gifts or packages from anyone you do not know well to carry on a flight. Do not offer to carry bags or packages onto an aircraft for other people.

→ Be prepared to answer questions asked by security personnel.

→ Do not check in bags for someone else.

→ If you see suspicious activity, report it to security or airline personnel.

Travel Advisories. Planning a flight to a foreign country?

It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

Delta Crash Update. A federal appeals court has upheld a lower court's findings that air traffic controllers and the National Weather Service did not cause the 1985 fatal crash of a Delta jet in Dallas.

The suit arose from the crash of an L-1011 that was trying to land at Dallas/Fort Worth International on August 2, 1985.

The plane crashed when it was caught in a severe microburst - or windshear - in a thunderstorm.

The accident killed 137 people, including the flightcrew; 27 of those onboard survived.

In a September 1, 1989, ruling the U.S. District Court said the flightcrew had the same weather information as controllers and was aware of additional conditions including windshear and lightning.

In a January 2, 1991, ruling, the three-judge U.S. Court of Appeals for the Fifth Circuit said the Delta crew chose to "dice with death" in attempting to land the jumbo jet in the thunderstorm.

Route Transfer. The DOT has approved the transfer to American Airlines of Continental Airlines' combination route between Seattle/Portland and Tokyo/Osaka.

DOT said the transfer would result in substituting one U.S. carrier for another on a route with no reduction in the number of U.S. carrier competitors serving Japan across the Pacific.

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

International Competition. The DOT has tentatively decided to transfer a number of Pan Am transatlantic routes to United and transfer TWA's Chicago-London authority to American Airlines.

French Connection

Sharing FAA's Air Traffic Computer Know-How

FAA's Operations Research Service (AOR) recently played host to representatives of France's Centre d'Etudes de la Navigation Aerienne (CENA).

CENA is France's equivalent of the FAA Technical Center.

CENA's Rene Zanni, Jean Marc Garot and Leopold Boi came to Washington to learn about the FAA's National Airspace System Performance Analysis Capability (NASPAC) Simulation Modeling System.

NASPAC, developed for FAA by the MITRE Corporation, is a large computer program that simulates the movement of aircraft through the national airspace system.

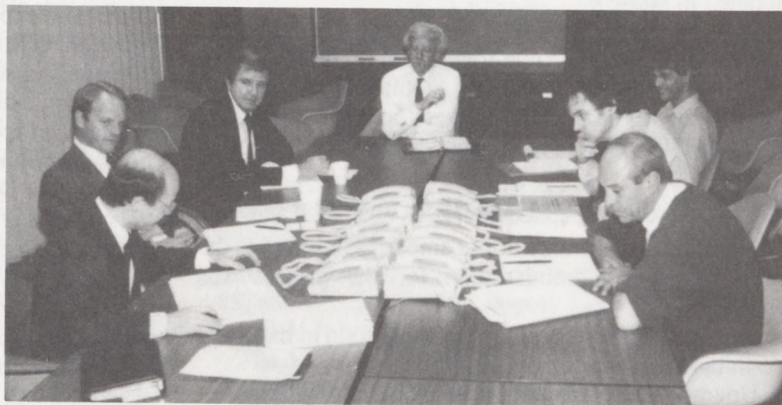
It provides the capability of evaluating how well the air traffic control system will operate in the future - under conditions of increased airline traffic and/or improved airport or airspace operations, for example.

During the visit, Garot, Director of CENA, expressed his interest in exploring the feasibility of using NASPAC in French aviation.

The productive meeting spawned a mutual agreement to strengthen French-American cooperation on airspace and airport system modeling efforts.

This will be accomplished through the expansion of an existing memorandum of cooperation between FAA and the Directorate General of Civil Aviation of the French Republic (DGAC).

DGAC is CENA's parent agency.



FAA, France's CENA and MITRE representatives confer on the NASPAC Simulation Model in Washington. They include Dr. Andres Zellweger, Director of FAA's Operations Research Service, center. MITRE Corporation's Dr. Igor Frolov and Robert Swensson and Arturo Politano of AOR who is briefing the group on NASPAC are on the left. CENA's Rene Zanni, Jean Marc Garot and Leopold Boi are on the right side of the photo.

United has agreed to pay Pan Am \$290 million for acquiring certain route authority and other assets.

The DOT said the transaction will improve Pan Am's viability and provide a needed "cash infusion and the opportunity to retrench and consolidate its operations."

In tentatively okaying the TWA-American deal, the DOT said the record indicates that American will sub-

stantially improve service to the traveling public and compete more effectively against British Airways

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.

FAA's Flagship Facility at 27

Major Washington Headquarters Renovation Projects in the Works

It has passed its 27th birthday – that happened in November 1990 – and like all things aging, the Headquarters building needs scheduled checkups, maintenance and repairs to keep up with the times.

Major restoration and remodeling projects on tap for FOB-10A include:

→ **Elevator renovation.** GSA's scheduled start date is spring 1991, and the targeted completion date is mid-1995.

The project is budgeted for \$6 million and will take about 1,000 days from start to finish.

Because it will begin in the elevator penthouse, the repair work won't be visible until elevators 1 through 4 are removed from service in the summer. This phase should last six months and will include replacing hoist cables, wiring and elevator cab interiors.

When cars 1-4 are put back in service, cars 5-8 will be renovated.

In phase 3, cars 9-12, freight elevator 17 and a food service lift will be redone. The remaining elevators will be remodeled in phase 4.

Installations to meet new code requirements and modernize the elevators include a one-tone signal for up and a two-tone for down and the "fireman's capture feature," which brings all cars to the first floor when the general building alarm is sounded, except when smoke detectors on the first

Auditorium Repairs *from page 1*

floor – room 412. The total dollar amount submitted to the General Services Administration for the project was \$293,000.

Here is a preview of the improvements soon to be taking place in the auditorium.

→ Upgrade the lights and electrical control system.

→ Enlarge the stage.

→ Replace seats and carpet.

→ Install platforms in the rear of the auditorium for the news media.

→ Construct the new video center on the fourth floor adjacent to the control center for the auditorium.

→ Upgrade the electrical and microphone connections through the auditorium and extend them to the video center.

→ Install separate air conditioning for the video center.

A contract was awarded in early January to SAROS Brothers Construction Company for the construction portion of the project. The duration of the contract is 180 days after GSA issues a notice to proceed.

Employees in the Logistics Service and the Office of Public Affairs are contacting other federal agencies near FOB-10A to make arrangements for using nearby auditoriums during the upgrade.

or second floor are activated; then the elevators would go to the third floor, staying away from the building's open vestibule.

State-of-the-art diagnostic features will also be installed. The service company will monitor elevators over phone lines. Penthouse equipment rooms will have climate control and hoistway lighting to keep new, computerized elevator equipment running smoothly and aid mechanics.

→ **Escalators.** Repairs started in July 1990, and the escalators are awaiting GSA's final approval for start-up.

Interim start-ups are already begun. Additional safety features will take approximately nine months to design.

→ **Concrete sidewalks.** Scheduled to start in spring 1991, the concrete sidewalk replacement should be completed by the fall.

→ **Garage repairs.** Repairs began last year and are slated for completion this spring.

→ **Auditorium renovation.** Its scheduled beginning is late March 1991. *See story starting on page 1.*

→ **Electrical distribution upgrade.** Planning is underway for additional electrical power to be brought to the building and distributed. The GSA study is 90% complete.

→ **Supplemental air conditioning for computer rooms.** This project is also in the planning stage.

→ **Sprinkler system upgrade and asbestos abatement.** The expected starting date is mid-December 1991, with work continuing through May 1993.

This major project – to install sprinklers, remove the metal pan ceiling, improve air flow, replace lighting, remove asbestos and redo the fire alarm system – will be done by GSA with coordination through the Headquarters Building Management Division, ALG-500.

The building management team says this project will improve the Headquarters work environment significantly.

It should solve problems of hot and cold spots and areas with little air flow caused by the current faulty air distribution system. The new ceiling system will also provide easier access for maintenance.

Lighting will be replaced to give increased, better distributed light while reducing the actual number of lights by half. According to GSA estimates, the savings from this better way of lighting will add up to \$242,000 annually.

The project will also remove asbestos, which was used as an architectural finish in the executive areas on the eighth and tenth floors and in machine rooms in the penthouse over portions of the tenth floor. Affected offices will move while work is in progress.

Ceiling work that doesn't involve asbestos removal will take place after hours but will not involve office relocation.

→ **System furniture.** A number of modernization projects are also going on to install system furniture throughout the building.

The fix-it hotline, which can be reached by dialing PRIDE (x77433), is the place to report all building problems

PRIDE is a service of the Headquarters Building Management Division, ALG-500.

'Legally' Experienced Executives

New Regional Administrators

Saying that the agency is fortunate to have experienced executives, FAA Administrator James Busey recently announced the appointment of three new regional administrators.

All three have training in the legal field.

In FAA's Central Region, Benjamin Demps, Jr., replaces Paul K. Bohr, who retired after 32 years with the agency.

Clyde M. DeHart, Jr., is the new Southwest Regional Administrator. He fills the position formerly held by Donald P. Watson, who retired after 37 years with the FAA.

Carl B. Schellenberg replaces Jerold M. Chavkin as Regional Administrator of the Western-Pacific Region. Chavkin retired after 27 years at the FAA.

The three newly appointed regional administrators are not newcomers to agency ways. Their combined service at the FAA totals more than 75 years.

Benjamin Demps

Benjamin Demps began his FAA career in 1956 as a developmental air traffic controller. He was a member of the agency's first executive development group selected in 1972; superintendent of the FAA Academy, 1976-79; deputy director of the former Western Region, 1979; director of the Mike Monroney Aeronautical Center, 1979-85; and director of the Europe, Africa and Middle East Office since 1985.

Demps is a graduate of the State University of New York. He earned a juris doctor degree from Oklahoma City University School of Law in 1982; that same year he was admitted to the Oklahoma Bar.

Busey commented on the "experience and talent" of the 57-year-old Demps when making the appointment.

Clyde DeHart

Clyde DeHart began his FAA career in 1969 as a general aviation operations inspector. Named chief of the Oklahoma City General Aviation District Office in



Carl Schellenberg



Benjamin Demps



Clyde DeHart

1974, he entered FAA's Executive Development Program in 1977. He managed the Western-Pacific Flight Standards Division, 1983-85, and served as Deputy Director of the New England Region, 1985-87, and Deputy Regional Administrator of the Southern Region since 1987.

DeHart is a University of Oklahoma graduate. He attended the Oklahoma City University Law School and Tulsa University Law School.

Busey noted the "outstanding leadership and service" provided by the 56-year-old DeHart.

Carl Schellenberg

Carl Schellenberg, who Busey called an "outstanding manager," began his career with the FAA as an attorney advisor in 1970. He was a general attorney at Headquarters, 1971-72, and in FAA's former Rocky Mountain Region, 1972-78. During 1978-79, Schellenberg worked in the Chief Counsel's Office at Washington Headquarters as Assistant Chief Counsel, Regulations and Enforcement Division.

He served as the Great Lakes Regional Counsel, 1979-89, and Western-Pacific Deputy Regional Administrator since July 1989.

The 50-year-old Schellenberg is a graduate of Occidental College in Los Angeles.

He earned a juris doctor degree from the University of Arizona College of Law in 1968 becoming a member of the Arizona Bar in 1969 and the Colorado Bar in 1973.

Pay *continued from page 1*

workers in the three metropolitan areas receive the extra 8%.

Here are the number of FAAers getting the 8%:

- Western-Pacific Region: 3,448
- Eastern Region: 2,196
- New England Region: 150
- Northwest Mountain Region: 126
- Washington Headquarters: 10
- Technical Center: 3

To be eligible for the add-on, FAAers must have their official duty station at a facility within the boundaries of the New York, Los Angeles or San Francisco CMSAs.

People already receiving local special pay rates of more than 8% won't get the raise.

If an employee's special rate is below 8%, the geographical adjustment makes up the difference.

Employees on national special pay

rates - engineers, for example - are receiving the full 8% hike if their duty stations are in one of the three areas.

For FAAers in the three areas who are covered by the Pay Demonstration Project, the 20% retention allowance is being reduced by 8% to offset the amount provided by the geographic adjustment.

FAAers in the covered facilities continue to receive a total of 20% additional pay.

Flightplan

Black History Month. FAA's observance of Black History Month – February 1991 – includes an exhibit in the Headquarters building's lobby highlighting black colleges and universities. Additional information on black history will be available at the display.

Details of a seminar to take place during the month will be announced soon.

This year's theme for Black History Month is "Educating America: Black Universities and Colleges – Strengths and Crises."

Aviation class. Embry-Riddle Aeronautical University has come to Dulles Airport. The university now offers an undergraduate college course taught in the airport's main terminal conference room.

The course, History and Regulation of Aviation, AS254, can be used toward a Bachelor of Professional Aeronautics Degree.

Registration dates are Monday, February 25, to Friday, March 1, from 11 a.m. to 3 p.m. Cost is \$300.

The term runs from March 11 through May 3, with class meetings on Mondays and Wednesdays from 5 to 7:30 p.m.

Parking arrangements will be discussed during registration.

For further information, call Embry-Riddle Aeronautical University, Andrews Air Force Base campus, (301) 735-6340 or (301) 981-4098.

The number of enrolled students will determine whether this college program will offer more courses on more nights next semester.

Sign language class. The next monthly meeting of the Federal Women's Program Committee (FWPC) is scheduled for Wednesday, February 6, in the 10th-floor Civil Rights conference room. The meeting starts at 11 a.m.

The committee will sponsor a sign language class on Tuesday, February 12, at 12 noon in conference room 9A. Led by experienced teacher Dave Hartnett, the eight-week session will

Talking a New Language

How About French, Spanish, German or Russian?

Here's your opportunity to learn French, Spanish, German, Russian or another language at a reduced price.

The Federal Women's Program Committee is working with the Berlitz School to arrange language classes for FAAers at a cost 39% to 68% below rates usually charged to first-time customers.

These one-and-a-half-hour classes will meet twice each week in the Headquarters building. A session lasts five-and-a-half weeks. Maximum class size is eight, and the cost of the class is shared by its enrollees. For an eight-person class, each member would pay approximately \$290. Russian and other non-Romance languages cost slightly more.

Those who have a job-related need to learn a language, may be able to be reimbursed for the class with prior approval.

The Berlitz school is the oldest organization devoted to language teaching and prepares government officials for foreign assignments in short periods of time. The teaching method is through total language immersion – only speaking the language to be learned in class from day one and an emphasis on student participation.

Those interested in a language class, should contact Loretta McNeir, x79917, or Carmen Carrion, x77067, by Friday, February 22. Classes offered will depend on interest.

meet on Tuesdays and Thursdays at times to be set. To enroll, call Doretha Robinson, x78962. Space is limited, so register early.

Photo contest. FAA's Aviation Education Program and the *Aviation and Space Education Newsletter* are sponsoring a photography contest.

The deadline has been extended to Thursday, February 28.

Winning photographs will be used to illustrate several FAA aviation education publications that are being revised. A cover photo will be selected for each publication.

The contest is open to everyone, including students. Brochures in which the photographs will appear in the aviation careers series include: *Pilots and Engineers, Flight Attendants, Airline Non-Flying Careers, Aviation Manufacturing, Aviation Maintenance and Avionics, Airport Careers, Government Careers and Women in Aviation.*

Photos will also be selected for the the FAA curriculum guides for grades K-3, 4-6 and 9-12.

Photographs will not be returned.

Mail all submissions by February 28 to: Aviation and Space Education Newsletter, 1000 Connecticut Avenue, NW, Suite 9, Washington, DC 20036.

All photos must be identified with name and address. Students must include their grade and age.

Job fairs. Headquarters managers interested in recruiting women and minorities are reminded that two job fairs are slated for the Washington area in February.

Managers should ensure appropriate coordination within their organizations.

For additional information on the job fairs listed below, contact Fred Williams, AHR-150, Headquarters recruiter, x77963.

February 6-7
Annual Career Fair
George Washington University
Marvin Center
801 21st Street, NW

February 13-14
11th Annual Engineer Co-op Day
Howard University
L. K. Downing Hall
School of Engineering

FAA Remembers

C. R. "Tex" Melugin, Jr. Veteran FAAer C. R. "Tex" Melugin, Jr., died at his home in Lee's Summit, MO, on December 11, after a long illness.

He was 66.

Melugin began his FAA career in 1960 as a pilot and airman exam specialist before becoming the Administrator's chief pilot.



C. R. "Tex" Melugin

He was general manager of all Washington, DC-based FAA aircraft and then special assistant to the Deputy Administrator.

Later in his career, he held positions as director, National Capitol Airports; deputy director, Flight Standards Service; and director of the agency's Central Region.

He was Southwest Regional Administrator from 1979 to 1988 when he moved to the nation's capital as Executive Director for Regulatory Standards and Compliance.

Melugin's aviation career spanned more than 45 years. He first soloed in an airplane at age 16.

Melugin served as an Army Air Corps pilot during World War II, flying C-47s. He piloted one of the first diplomatic missions to the Soviet Union in the 1960s after the outbreak of the Cold War.

Just before becoming Southwest Regional Administrator, he survived a helicopter crash while taking his first helicopter flying lesson. He kept a picture of the wreckage on the wall of his Fort Worth office.

Melugin held an airline transport pilot rating, was a certified flight instructor, was jet-qualified with numerous jet-type ratings and was a qualified helicopter pilot with several helicopter-type ratings.

Among Melugin's many awards are the "Meritorious Executive" Presidential Rank award, presented by President Reagan in 1988 and FAA's Distinguished Career Service Award,

which he received upon his retirement in 1989.

He was honored in 1990 by the City of Fort Worth and the Perot Group, who made him the first recipient of their C. R. "Tex" Melugin, Jr., Award for Excellence in Aviation.

He is survived by his wife, Peg Melugin; three sons, C. R. "Bud" Melugin III, Jamie Melugin and Mike Melugin; three daughters, Megan Rouse, Jennifer Brand and Amanda Melugin; a sister, Shirley Bailey; and 13 grandchildren.

Woman's Point of View

Brams Joins Employee Counseling Staff

Have you considered using the Employee Assistance Program (EAP) services but would feel more comfortable talking to a woman counselor? Then Kim Brams is here to help.

Brams works at FAA Headquarters Tuesday through Thursday each week and is available to help all Headquarters employees and immediate family members.

She can be reached at x73903.

Brams joins Jerry Meade, manager of the Headquarters EAP, as FAA's second counselor on staff.

She has the training to help any Headquarters employee or immediate family members in a time of personal crisis or other trouble. "All the services that we offer are strictly confidential," she underlines.

Brams' background makes her particularly sensitive to problems that affect women.

"Two-thirds of all new job hires will be women," Brams says, and she has specialized experience and a strong interest in helping with inevitable lifestyle changes through career counseling and other methods of support.

"In the past problem-solving has been structured for the two-adult family, not adults alone," she notes. With the increase in single-Mom families, different ways of approaching employees' health care are evolving.

Earning a B.A. in business with a concentration in the behavioral sciences and later working in hotel management, personnel management and real estate, Brams brings a lot of on-the-job experience to her work with employee assistance programs. Previous clinical experience includes an affiliation with the Psychiatric Institute of Washington, DC, where she led a women's group.

In May she will complete graduate coursework at the University of Maryland in the specialized field of employee assistance programs. The university is one of the few places in the country where such training is available.

At the FAA since early September, Brams remarked on how "some of the programs that the agency has for employees to further expand their abilities show that they are really valued at the agency." Having an on-site day care center is one example.

She also sees the "vitality" of FAA employees and the way "they really seem to know each other personally."

**Two-thirds of all
new job hires
will be women.**

A Fancy Feast

Few FAAers get a chance to have their bosses wait on them hand and foot, but Jane Mayne did.

Mayne, resource team leader in AHR's Executive Staff, was the top bidder in a Combined Federal Campaign auction. The prize? A fancy feast prepared and served by Associate Administrator for Human Resource Management Herb McLure and his deputy Dorothy Berry. Mayne invited two guests, her 7-year-old daughter Jennifer and a surprise celebrity - FAA Administrator James Busey.

"The Admiral is one of my favorite people," said Berry, "but I about fainted when he walked through the door for lunch." The recent noon treat was held in the AHR conference room with a view of the Capitol. The group used chopsticks

to dine on Berry's "centuries-old" family teriyaki and other Japanese delicacies. McLure's huge dessert trifle topped off the meal.

Busey had high praise for the cuisine and the company. "This is what I call a real winner - to have a lot of fun and support a really worthy cause at the same time. This was a bright spot in my week. My thanks to everyone involved," he said.



Healthbeat

Cholesterol checks. The health clinic is checking FAA and NTSB employees' cholesterol levels this month.

Stop by room 327 to fill out a registration form and make an appointment.

It's part of the agency's Health Awareness Program during February-Heart Disease Month.

Cholesterol is measured with a fingertip blood sample, and the results are available in about three minutes.

Fasting is not required.

All those who have their cholesterol levels checked will receive educational literature and individuals with at-risk levels will be given an appointment for counseling.

A killer. Heart disease is the leading cause of death in the United States today.

Coronary risk rises progressively with elevated cholesterol levels, particularly when they go above the 200 mg/dl mark.

There is substantial evidence that lower total and LDL cholesterol levels reduce coronary heart disease.

Sobering facts. Here are some facts about cholesterol, heart disease and diet.

→ 55% of adults have blood cholesterol over 200 mg/dl.

→ Risk of heart attack is four times greater at a blood cholesterol level of 300 mg/dl.

→ 230-240 mg/dl is the average blood cholesterol of heart attack victims and bypass patients.

→ Every 1% reduction of blood cholesterol reduces heart attack risk by 2%.

Shed pounds. By popular request, Weight Watchers is returning to FAA Headquarters.

Meetings will be held every Wednesday from 12 noon to 1 p.m.

The group is limited to 30 members and will run for 10 weeks.

Registration is scheduled for *Wednesday, February 13*, from 12 noon to 1 p.m. in the health clinic, room 327.

The first session kicks off on *Wednesday, February 20*.

There is a \$120 fee for first-time members and a lower \$105 fee for current and lifetime Weight Watchers members.

Bring membership proof at the time of registration to get the reduced rate.

Call Sam Hart, x77964, to check space availability and to be put on the list before the registration date.

Helping To Cope with the Gulf War

The Employee Assistance Program (EAP) is forming a new group at FAA Headquarters to help employees who have relatives and friends deployed in the Persian Gulf War.

Called the Gulf Crisis Support Group, members will meet weekly for one hour. EAP counselors will act as facilitators for the sessions.

"These support sessions will be devoted to sharing our concerns and worries, while at the same time offering support to one another during these difficult times," says Headquarters EAP manager and counselor Jerry Meade.

Counselor Kim Brams notes that other EAP programs have received numerous phone calls about support groups for relatives and friends of men and women involved in the war.

Registration for the group is requested in advance. To register, call the EAP at x73945.

Bill Pollard, Associate Administrator for Air Traffic, helps Bart Bartanowicz, Academy Superintendent, Dave Settle, manager, Terminal Instructional Systems Unit, and H. C. (Mac) McClure, center director, cut a ribbon to open the academy's new simulation laboratory in the Aeronautical Center's General Thomas P. Stafford Training Building.



High-Tech Tower Simulator Debuts

A \$10 million computerized airport tower simulator recently debuted at Oklahoma City's Aeronautical Center and promises to boost air traffic controller training.

Students of the January air traffic control screen class will be the first group to use the FAA Academy's new high-tech voice recognition computerized training tool.

That opportunity will come in late April as the class moves through its training.

"Students learning in this simulator will learn more about how

turn to **Controller Training** on page 7

February 12, 1991



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

Years of the 'Silent Treatment' Fighting Racism To Become First Black Air Force General

"Combat was not easy, but you could get killed only once.

"Living with the day-to-day degradation of racism was far more difficult."

As the first black graduate of West Point in this century, Benjamin O. Davis, Jr., learned two kinds of warfare - military tactics and the fight against racism.

At 78, looking as lean and fit as he did during his days at the academy, he recently reflected on a distinguished military career marred by racism and segregation.

Davis, the first black general in the U.S. Air Force, remembers the pain he endured to get to the top.

His autobiography, *Benjamin O. Davis, Jr.: American*, published by the Smithsonian Institution Press, chronicles his journey.

"There is so much racism in the book that it makes me unhappy to think about it, even now," says Davis, who has spent the last three years writing his autobiography.

"It baffles me how a person could go to such extremes to hold another back simply because of race."

In spite of the obstacles, Davis' story is one of strength, a journey of one black man's struggle to become a pilot.

turn to **Black General** on page 2



"One of my happiest duties as a commander of the 51st Fighter Interceptor Wing in Korea was visiting the 51st's orphanage which provided a home for 450 children," recalls Benjamin Davis.

Transit Quiz Getting to Work if FAA Moves to Union Station

All Headquarters FAAers will be asked to answer a 24-question survey during the week of February 18 to find out how they get to and from work.

Results of the questionnaire will be used to estimate future traffic demand and transportation needs of the Union Station area.

The DOT is continuing its efforts to find a new headquarters, which would include the FAA, and the Union Station area is still the prime location under consideration.

The survey is part of the DOT's assessment of the environmental impact of moving to the Union Station area.

A major concern is access to public transportation and how the local trans-

turn to **Quiz** on page 6

Safety Tips

Call 'PRIDE' on Hazards

On-the-job safety is serious business. Although office accidents are not usually lifethreatening, they cause pain and inconvenience for employees, many lost workdays every year and a reduction in office productivity.

Some common-sense safety tips for

turn to **Safety Tips** on page 6

First Black Air Force General: Living With Racism *from page 1*

Born in Washington, DC, on December 18, 1912, Davis had always been fascinated with airplanes.

At age 14, his father took him to Bolling Field (now the site of Bolling Air Force Base), located a few miles from their home.

"Surprisingly," Davis remembers, "my father, known to be frugal, paid \$5 for me to take my first plane ride."

Flown into the air by a barnstormer, Davis vividly recalls the feeling of exhilaration. "I remember a sudden surge of determination to become an aviator," he writes in his book.

Temporary Setbacks

During Davis' early days, it was virtually impossible for a black man to be accepted for training as a pilot.

But he had always been taught by his father, Brig. Gen. Benjamin O. Davis, Sr., that barriers of any kind, including racial, were only temporary setbacks.

When Davis learned that the Army Air Corps often trained West Point graduates as pilots, he studied hard for the entrance examination. On July 1, 1932, at the age of 19, Davis arrived at West Point.

"In climbing through the Army's ranks, my father had overcome what seemed almost impossible odds," he recalls.

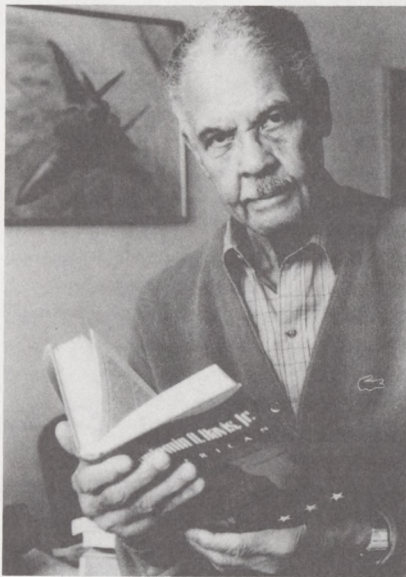
"He had managed to buck the system and accomplish his goals. Now, it was my turn to make things better for those who would come after me. I was determined to succeed."

West Point Silence

Davis had to learn to adjust to the four-year "silencing" at West Point. His white classmates would not talk to him, refused to share a table with him in the dining hall, or occupy a room with him.

With the exception of visits from his family and girlfriend, Agatha, whom he married several weeks after graduation, Davis spent his time alone. "It was like four years of solitary confinement," he remembers.

During his senior year, Davis applied for admission to the Army Air Corps (which later became the Army Air Forces) but was turned down.



Davis with his autobiography in a recent photo.

Davis' white classmates at West Point would not talk to him and refused to share a table with him in the dining hall.

"Fool that I was, I fully expected my application to be approved," Davis recalls.

"I just couldn't visualize them turning me down, but they did on the basis that there wouldn't be any black units in the Army Air Corps."

Black officers were not allowed to command white troops.

Following graduation in 1936, Davis believed his military options were plentiful. He had done well at the academy,

Headquarters

Intercom

February 12, 1991
No. 91-6

*Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521*

graduating 35th in a class of 276.

Davis' high academic standing was not enough for him to land a professionally rewarding assignment.

When he received his first orders to report to the 24th Infantry Regiment at Fort Benning, GA, three months after graduation, he was unhappy with the assignment.

The 24th Infantry Regiment was not a tactically active unit. Davis' unhappiness increased when he reported to the base only to find that the silent treatment like at West Point continued.

A 'Nothing Job'

Neither the commanding officer nor any other officers welcomed him to the unit. Nine of his white West Point classmates were stationed at Fort Benning, but none spoke to Davis or Agatha while they were there.

Davis endured two years at Fort Benning - one in the 24th Infantry Regiment and another in the infantry school.

In 1938 Davis received his orders to report to Tuskegee Institute near Tuskegee, AL, as a professor of military science and tactics, an ROTC assignment.

"It was a 'nothing' job," he says. He taught three 45-minute lectures three days a week.

In the fall of 1940, Davis' father, who had just been promoted to commander of the 4th Cavalry Brigade - an all-black unit with the exception of its white officers at Fort Riley, KS - requested the reassignment of his son as his aide.

Davis had been at Fort Riley only a few weeks when his father received a letter from the Army Air Corps suggesting that the younger Davis be released from the unit to attend flying school at Tuskegee Army Air Field.

"For the first time," Davis says, "I saw the vague possibility for a military career that could go far beyond ROTC assignments."

Having been turned down before, Davis was elated. His childhood dream of becoming a pilot was finally within reach.

He reported to Tuskegee in the spring



Gen. J. P. McConnell, Chief of Staff, U.S. Air Force, pins on Davis' third star with Agatha Davis' help at the Pentagon in 1965.

of 1941 as part of the first black pilot training class.

"I was on my way," Davis recalls. On March 5, 1942, Davis and four aviation cadets graduated from Tuskegee.

Later, he was given command of the 99th Pursuit Squadron, the first black flying unit

"The squadron was small and tightly knit. We were much closer because we were racially isolated — lonely blacks in a sea of hostile whites," Davis writes.

For months, however, Davis and his men sat idle. Finally, in April 1943, the squadron was sent to North Africa.

"All members of the 99th understood the significance of our assignment," Davis notes.

It was more than just performing well, he points out. It was about fight-

'...the Tuskegee Airmen seized the opportunity to demonstrate black military capabilities in aviation.'

Gen. Benjamin O. Davis, Jr.

This June marks two milestones for West Point. The Academy will honor its 1,000th black graduate and its 1,000th female graduate.

ing for the reputations of black airmen.

However, the unit came under heavy scrutiny by the military.

Fierce Criticism

Public criticism was fierce. It was reported that the 99th lacked the necessary ability to fight a war successfully.

With the Axis invasion of Italy, "the critics were silenced once and for all by the 99th's victories over Anzio (Italy) in 1944," Davis says. Within two days, eight enemy fighters were downed and four more destroyed.

"The 99th was finally achieving recognition as a superb tactical fighter unit and expert in putting bombs on designated targets, and a unit of acknowledged superiority in aerial combat," Davis writes in his book.

In September 1943, Davis was ordered back to the United States to assume command of the all-black 332d Fighter Group composed of men who

later became known as the Tuskegee Airmen.

The 332d, which fought primarily in Italy during World War II, received national press coverage. The group had flown more than 200 combat missions, never losing any of the bombers it escorted to enemy fighter attacks.

Tuskegee Airmen

The 332d Fighter Group's stellar performance allowed the leadership of the U.S. Air Force to comply with President Harry Truman's 1948 executive order to integrate the armed services.

"The greatest accomplishment that I could have possibly had was being a part of the success of the Tuskegee Airmen during World War II," Davis acknowledges.

"My success as their commander had depended entirely on their support and conscientious efforts. None of it would have been possible had not the Tuskegee Airmen seized the opportunity to demonstrate black military capabilities in aviation."

Following integration of the armed services in 1949, Davis went on to hold other key positions, including commander of the all-white Air Task Force Provisional 13 in Taiwan.

Not Bitter

Later, he commanded the 13th Air Force in the Philippines, in charge of logistics for most of the fighters and bombers involved in the Vietnam War.

After retiring from the military in 1970, Davis held numerous civilian positions, including an appointment as assistant secretary at the DOT. He and his wife now reside in Northern Virginia.

"I'm not bitter because of the racism I endured. It made a difference; therefore, it was worth it," Davis says.

He says his journey from a 19-year-old cadet to a three-star general in 1965 is a footnote in American history to the hundreds of black airmen who stood shoulder-to-shoulder with their white counterparts.

"I'm so proud to have been a Tuskegee Airman because I know what we achieved," he says.

Thanks to Jo Ann Webb, Smithsonian News Service, for this report.



Joe Del Balzo, AXD-1, presents Tom Flatley with the "Dragon Slayer's Award." Looking on is FAA Technical Center Director Harvey Safeer.

James Stemple receives his "Outstanding Leadership Award" from Joe Del Balzo.

Who knows you better than a coworker? That's the principle behind the System Development (AXD) organization's recent awards ceremony.

Winners were selected by their peers as the "Best of the Best" during an event that filled the FAA auditorium to capacity.

In addition to the peer-nominated winners, the ceremony honored vision award recipients, who were selected for showing off the "AXD spirit."

Joe Del Balzo, Executive Director for System Development, chose teams and individuals as "vision" winners for their accomplishments in changing the organization to a new vision of excellence.

Winners were dubbed with titles like "red tape slashers" and "shirt-off-your-back givers."

More than 40 FAAers were singled out for praise with "peer" and "vision" awards.

The ceremony was telecast simultaneously within Headquarters and to the DOT's Nassif building and the FAA Technical Center.

It was the result of a year-long effort to select the best in the System Development organization.

This year's winners of peer awards were picked using a two-step selection process.

They were initially nominated and selected as the best within each of three AXD units -- the Office of the Associate Administrator for System Engineering and Development (ASD), the Office of the Associate Administrator for NAS Development (AND) and the FAA Technical Center (ACT).

Winners from ASD, AND and ACT then competed for peer awards from AXD, their parent organization.

A reception in the AXD-1 office followed the ceremony.

Members of the awards committee were thanked for the hard work they put into planning and producing the ceremony.

System Development 'Best of the Best'

AXD Peer and Vision Awards

Peer Awards

Outstanding Leadership Award
James Stemple

Team Achievement Award
The Capital Investment Planning

Herb Bachner
Ron Coffey,
Gene Jensen
Joseph Rand
Harvey Safeer
M. Schuett

Volunteer and Community Service Award
Brenda Hoban

Equal Employment Opportunity Award
Joe DeMeo,

Handicapped Employee of the Year
Joseph Goodwin, ACT

Human Relations Achievement Award
Patricia Dollin, ACT

Secretarial Accomplishments Award
Teresa Bonk, ASD
Deborah Krumaker, ACT

Administrative Excellence Award
Ernst Seider, ACT

Technical Support Award
Tom DeFiore, ACT

Technical Publications Award
Ken Kraus, AND

Distinguished Service Award
Byron Johnson, AND

Development's of the Best'

and Vision Awards

Awards

Leadership Award
Stemple, ASD

Achievement Award
ent Plan New Chapters Team
Bachner, AAF
Coffey, ASD
Jensen, ASD
ph Rand, AAF
y Safer, ACT
chuetz, AT

Community Service Award
la Hoban, ASD

Opportunity Excellence Award
DeMeo, ASD

Outstanding Innovator Award
Hugh McLaurin, ASD
Carmine Primeggia, AND

**Award for Outstanding Contributions
to the AXD Mission**
Carolyn Blum, ALG
Bob McCaw, AGC
Fanny Rivera, AHR
Sam Salnt, American Airlines
James Wible, ATR

Among those honored for
"Outstanding Contributions to the System
Development Mission" include Carolyn Blum,
Fanny Rivera and Bob McCaw.



"Mentoring Award" winners receive their plaques.

Vision Awards

Shirt-off-the-Back Award (customer service)
Laura Thomas, AND
John VanDerveer, ACT

Red Tape Slasher
Joni Harris, ASD

Champion for Change
Dick Arnold, AND

Explorer's Award (going beyond the edge)
MITRE "I" Lab Team
Ellis Feldman, ASD
Herb Goldstein, ASD

Dragon Slayer's Award
Tom Flatley, ACT

Down But Not Out Award
Lou Pellish, ASD

No-Turf Award (for eliminating turf)
Rob Tucker, ASD

Executive Director's Group Award
Concepts Analysis Division, ACD-300

Executive Director's Award
Bob Valone, AND

Mentoring Award
Dori Callahan, AND
Cari Eisele, ACT
Betty Falato, ACT
Jan Henock, AEA
Donna Marits, AHD
Vernell Neal, ASD
Cindy Peak, AND
Jaqueline Rooths, AND
Gayle Thornton, AND
Pat Watts, ACT
Alice Wong, ASD



Transit Quiz *from page 1*

portation system can accommodate a major, new building.

Once survey data is compiled and analyzed, recommendations will be made for the building's design, parking, highway improvements in the area, Metrorail and Metrobus improvements and other transit management strategies.

The survey is confidential and will be distributed to all Headquarters FAAers and all DOT employees in the Nassif Building and other modes that would move into a new, consolidated DOT headquarters.

"It's very important that every employee take the opportunity to complete the survey," says Clay Deaton, FAA's coordinator of the survey. "The results will be used to help shape our future working environment."

Safety Tips *from page 1*

FAA employees and visitors to agency facilities include:

- Be on the lookout for conditions that can cause injury or property damage, and report all hazards immediately. At Headquarters, call the PRIDE line, x77433.
- Obey warning signs. They are there for your safety.
- Know exactly what to do and where to go in case of a fire or other emergency.

Here are just a few safety precautions to follow while working in an office environment.

- Keep unattended file drawers closed to prevent tripping or bumping.
- Do not store hazardous materials such as cleaning solvents and aerosols in file cabinets.
- Never use a chair for climbing.
- Have sharp or pointed objects such as scissors boxed separately in a desk drawer to prevent cuts and punctures, the most common office accident.
- Keep papercutter blades in the down and locked position when not in use.
- Know the precautions for using toxic or otherwise harmful office products. Be sure to read the labels.
- Keep aisles clear of obstructions



such as cords, waste baskets and protruding utility outlets.

→ Lift and carry the right way: Use arm and leg muscles, not your back; grasp object to be moved firmly; and set object down using arm and leg muscles.

→ Never move desks or file cabinets unless you have been trained for such tasks and then only with the right moving equipment such as a handtruck or a dolly.

→ Know how to prevent machine accidents: Read operating instructions;

be sure mechanical guards are in place during operation; turn machines off while adjusting or applying flammable solutions; be alert for electrical hazards – current can kill; keep clothing away from machinery's moving parts; and check that machines rest firmly on a stable working surface before operation.

Phyllis Burbank, AHR-141, is the Occupational Safety and Health Program manager for Washington Headquarters. She is located in room 514 and can be reached on x73878.

A safety-related pamphlet, along with a memo from AHR-100 outlining the roles and responsibilities of FAA's various organizations relating to occupational safety and health, will soon be distributed.

Central Region's Top Spot *Rivers Tapped as Regional Administrator, Demps Offered Oklahoma State Position*

FAA Administrator James Busey has designated Stan Rivers as the new Central Regional Administrator.

Rivers became Deputy Regional Administrator in the region in 1989.

He began his FAA career in 1970 as an electronics engineer in the Great Lakes Region, went to Airway Facilities at Headquarters and in 1976 accepted a long-term training assignment at the University of California, Berkeley, where he obtained a master's in civil engineering.

In 1977 he became assistant chief of the Airway Facilities Division for the Pacific-Asia Region in Honolulu and in 1980 accepted the job in the Great Lakes Region as assistant chief, Airway Facilities Division.

Rivers entered the Executive Development Program in 1981. He later served as manager of the Airway Facilities Division, 1984, and Airports Division, 1987, for New England and Great Lakes Regions, respectively.

A native of Atlanta, GA, Rivers graduated from Ohio State University with a bachelor's degree in electronic engineering and received a master's from Northwestern University.

Before coming to FAA, he was an electronics engineer with the Boeing Company in Seattle, 1965; a U.S. Army artillery officer with a tour in Vietnam; and an electronics engineer with Motorola in Chicago, 1968.

Benjamin Demps, who had been tapped earlier by Busey to take the Central Region's top job, left the agency in February.

Oklahoma Gov. David Walters has asked Demps to serve as Director of the Department of Human Services, the largest state agency in Oklahoma.



Stan Rivers

Controller Training *from page 1*

they work in real work situations, so they will be better equipped when they get into the field," said Bill Pollard, Associate Administrator for Air Traffic.

Pollard, H. C. (Mac) McClure, Director of the Aeronautical Center, Bart Bartanowicz, Superintendent of the Academy, and David Settle, supervisor of terminal instruction, grabbed a huge pair of scissors and ceremoniously cut a ribbon officially dedicating the simulator on January 25.

Bartanowicz said the new simulator "moves us into the next century with high resolution graphics and computer voice recognition technology. It is a great step forward."

In development for three years, the tower cab simulator features realistic situations in which students will learn to direct aircraft images moving along on a dome screen 210 degrees in azimuth, and 60 degrees in elevation.

Students will talk to the aircraft images through microphones, and the images will respond through a voice recognition system.

Settle said the simulator will force students to speak distinctly and to use proper phraseology.

The simulator promises to reduce on-the-job training time significantly while boosting competence and training uniformity.

The first section of the FAA Academy's controller training complex - the new General Thomas P. Stafford Building costing \$5 million - is near completion and houses the two simulators.

The second phase of the building, which will cost \$18 million, is expected to be finished late this year.

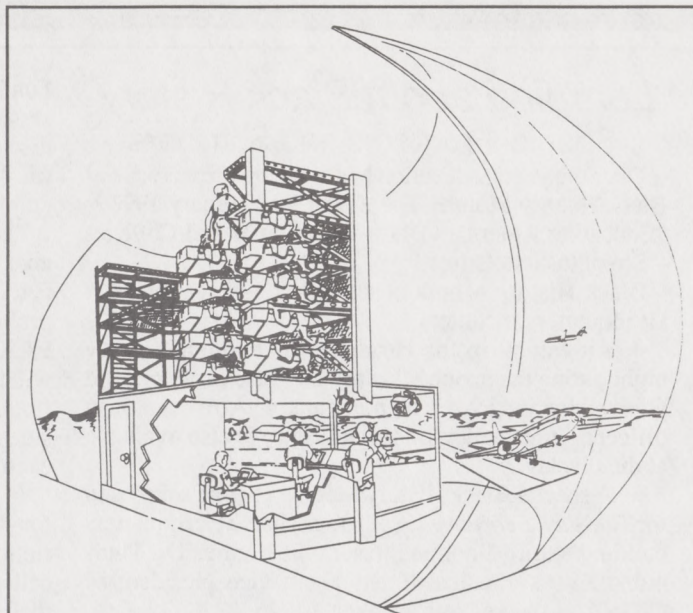
Herb McLure, Associate Administrator for Human Resource Management, paid tribute to several who participated in the project, including Doug Murphy, assistant superintendent; Gene Cowgill, manager, and Gordon Jolly, assistant manager, Air Traffic Branch; Linda Shaughnessy, operations specialist, Air Traffic Branch of the Southwest Region; Gary Long, Air Traffic Training Program Division, Office of Training and Higher Education; and members of the Terminal Instructional Systems Unit of the academy.

Also at the dedication were Brooks Goldman, Associate Administrator for Administration; Neil Planzer, manager of the Air Traffic Executive Staff; and Stanley Rivers, now Central Regional Administrator. *See story on Rivers on page 6.*

FAA's simulator is one of three being built.

The U.S. Army and the U.S. Navy will also get models, which will vary somewhat from FAA's.

Here's the simulation laboratory. Each cab allows for up to three trainees. In addition to realistic graphics, students get computer-generated responses to their voice commands.



This tower cab simulator is just one of numerous computerized devices to give training a real-life feel in the new General Thomas P. Stafford Building. An artist's conception shows how it works.

Starting in late April, controllers will train in a room that looks like an airport tower cab. From their windows, they'll see true-to-life visions of aircraft landing and taking off in a wide range of weather conditions. They'll be able to talk to the simulated aircraft and will receive responses through a voice recognition system. Above are numerous projectors to spawn the aircraft and weather images.

Dave Settle, Air Traffic Branch Terminal Instructional Systems Unit manager, will hold this painting for safekeeping until it can be displayed in the FAA Academy's Stafford Training Building. Simulator contractor Logicon, Inc.'s, Dr. Jim Harvey, vice president and general manager, Tactical and Training Systems Division, presented the painting to Bart Bartanowicz.



Learning about Black History Special Programs and Seminars

Over the years, education has been the prime focus of Black History Month. The theme for February 1991 is "Educating America: Black Universities and Colleges - Strengths and Crises."

Black History Month observances this year at FAA Headquarters include:

→ An exhibit in the Headquarters building's lobby highlighting the nation's historically black colleges and universities and FAA's highest-ranking Afro-American officers. Information on black history is also available at the display.

→ A special Black History Month program scheduled for *Tuesday, February 19*, at 10 a.m. in the Headquarters building's third-floor auditorium. It features Dr. Thurmond Evans, medical director and vice president of CIGNA as the keynote speaker.

A musical performance in the FAA lobby by the Navy Commodores Jazz Combo and ethnic food tasting is tentatively scheduled to follow the program.

This program is in conjunction with other DOT modal administrations.

→ A seminar on "Mentoring and Networking" scheduled for *Wednesday, February 20*, in Headquarters conference room 8C, from 12 to 1:30 p.m.

Sponsored by the National Black Coalition of Federal Aviation Employees, it is part of a training module focusing on career development opportunities. The Career Development Branch, AHR-140, approved the modules for inclusion in employees' training histories.

Program contacts are Margarete Berrios, x78757, and Diane Ables, x73880.

→ A one-day seminar on *Thursday, February 21*, centered around Black History Month's theme starting at 9 a.m. in the FAA auditorium.

Virgil Ecton, president of the United Negro College

Fund, will give the keynote address in the morning session. Ecton's address will be followed by a panel discussion on the goals and accomplishments of historically black colleges. The morning session is open to all employees.

The afternoon session, which will be held in conference rooms 5A&B from 1:15 to 4 p.m., is targeted for FAA managers. Concurrent workshops on identifying problems, issues and concerns, recruitment tips for the FAA and improving college and government relations will be the agenda for the afternoon. A focus will be on finding ways that historically black colleges and universities and the FAA can forge partnerships, complement each other and thrive in the future.

→ The Administrator's EEO awards program planned for *Monday, February 25*, at 2 p.m. in the FAA auditorium. The 28 winners of the 14th Annual Awards for Excellence in Equal Employment Opportunity will receive their awards. This year a record number of FAAers - 75 - were nominated to compete.

Contacts for Black History Month activities are Dr. George Thomas, x73267, and Tina Stephens, x73253.

February's designation nationally as Black History Month grew out of the efforts of Dr. Carter Godwin Woodson (1875-1950), often called the "Father of Black History." Woodson saw the need for all people to learn about the contributions blacks had made to American society. Previously their advancements in science, art, music, literature and education had been overlooked, ignored and even suppressed.

Woodson showed that blacks "taught the modern world trial by jury; music by stringed instruments; the domestication of the sheep, goat, and cow; and the use of iron by which science and invention have remade the universe."

Blacks were among the founders of this country as well as of major cities such as Chicago, Los Angeles and San Francisco.

Flightplan

Valentine fashions. The Southwest Senior Citizens will be featured in a Valentines Day fashion show, *Thursday, February 14*, in FAA's auditorium from 1:30 to 3:30 p.m.

Tickets are available for \$3 from Diane Ables x73880; Luther Falls, x78732; Elaine Hunt, x73480; Rita Morgan, x78042; Margaret Powell, x67037; or Katrina Thomas, x78060.

The show is sponsored by the DOT/FAA Volunteer Committee.

Career planning. On *Thursday, February 21*, the Federal Women's Program Committee will sponsor a briefing about establishing an Individual Development Plan (IDP) from 2 to 3:30 p.m. in the third-floor auditorium.

A session on writing KSAs and SF 171s is scheduled for *Friday, February 22*, from 10:30 a.m. to 12 p.m. in the auditorium.

Lynda Griffin, x78136, is the contact person for the briefings.

Foreign languages. Here's your opportunity to learn French, Spanish,

German, Russian or another language at a reduced price.

The Federal Women's Program Committee is working with the Berlitz School to arrange language classes for FAAers at a cost 39% to 68% below rates usually charged to first-time customers.

Those interested in a language class, should contact Loretta McNeir, x79917, or Carmen Carrion, x77067, by *Friday, February 22*.

Language classes offered will depend on interest.



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

Highlights

'Diversity Summit.' A DOT-wide meeting on work force diversity is set for the end of March.

Details on page 2.

On the Ball. FAAers at personnel, payroll offices and the Consolidated Uniform Payroll System Operations Branch, AAC-25, recently got a pat on the back from the Office of Personnel Management.

Faced with almost a quadrupling workload, these FAAers managed to dig themselves out of a paperwork glut in style.

During the month of September, these offices processed close to 600 retirement applications within 30 days of receipt.

That's about 95% of the applications submitted. It far exceeds the Congressionally mandated standard of submitting 80% of retirement actions within 30 days of receipt.

The feat is even more noteworthy since it was accomplished during a
turn to Highlights on page 2



'Connies' in the '60s

Back in the 1960s, Constellations emblazoned with Eastern Air Lines' logo were common sights at Washington National Airport. The company, founded in 1926 by Harold Pitcarin, first flew mail between New York and Miami. Last month Eastern folded after years of financial, management and union problems. DOT Secretary Sam Skinner recently talked about the decision to relax foreign investment rules and why some airlines have money woes. *More on page 3.*

14% Budget Boost

Congress Gets \$9.3 Billion Request for FAA in '92

The Bush Administration is requesting a \$9.3 billion budget for the FAA in the 1992 fiscal year.

That's a 14%, or \$1.13 billion increase, over the current 1991 fiscal year level.

During a February 4 media briefing, DOT Secretary Sam Skinner high-

lighted the FAA request to Congress.

It includes \$4.8 billion for capital and research and development programs, which breaks down this way:

→ \$2.7 billion for facilities and equipment, a 29% increase over 1991 fiscal year enacted levels, to keep National

turn to '92 Budget on page 5

Seizing Weapons at Airports

Half-a-Billion Passengers Checked in Six Months

In its latest security report to Congress, the FAA said airlines checked more than one-half billion people through checkpoints in the United States and found more than 1,400 firearms and explosive devices.

The report covers the six-month period from January 1, 1989, to June 30, 1989. Here are highlights:

→ More than 535 million people were processed through U.S. passenger checkpoints.

→ There were 1,415 firearms and 16 explosive or incendiary devices detected with 672 related arrests.

turn to Weapons Seized on page 5



X-ray screening at U.S. airports detected the vast majority of firearms seized during the first six months of 1989.

Highlights *from page 1*

time when retirement submissions, fueled by fear of losing "lump-sum" payments, soared by 360%.

The dedicated efforts of personnel, payroll and payroll operations staffs mean that FAAers who recently retired had their retirement actions processed and submitted to OPM as quickly as possible, says John Brown, manager of the Payroll and Administrative Systems Division, AAA-100.

Chauvinist Booed. A male passenger who got off an airliner because the pilot was a woman was booed by fellow passengers.

The incident happened in early February on an Alaska Airlines flight from Phoenix to Seattle.

According to airline officials, a male passenger asked to get off the plane after discovering there was a female pilot. The aircraft had already pushed away from the gate.

"They dropped the stairs, let him out on the tarmac and unloaded his baggage," an airline spokesperson said.

The passenger took a later flight.

A radio sportscaster who was on the flight told reporters that other passengers booed when the reason for the delay was announced.

'Sensationalism.' In a terse letter to the editor of a national travel magazine, an organization that represents airport operators took issue with a story questioning security at the nation's airports.

Airport Operators Council International's director of security, Wilfred Jackson, criticized an article in the February issue of *Conde Nast Traveler*.

Jackson labeled the story an "appalling display of irresponsible sensationalism at its worse."

Noise Hearings. The FAA will hold public hearings in Alexandria, VA, suburban Chicago and Seattle zeroing in on recent legislation about local aircraft noise restrictions and the phase-out of noisy aircraft.

"We are taking the extra step of hold-

ing these hearings because it is very important that we obtain public and industry comments before we adopt rules implementing the legislation," said FAA Administrator James Busey.

Here's the schedule:

Tuesday, March 5

Ramada Hotel/Old Town
Alexandria, VA

Monday, March 11

Rosemont O'Hare Exposition Center
Rosemont, IL

Thursday, March 14

Radisson Hotel
Seattle

The Airport Noise and Capacity Act of 1990 established a statutory framework for a national aviation noise pol-

Work Force Diversity Summit Skinner To Challenge Top Managers at March 25 Meeting

Some 500 top DOT managers and executives from across the country will meet in Washington at the end of March to talk about cultural diversity in the DOT work force.

Billed as a "Diversity Summit," the day-long event will be kicked off by DOT Secretary Sam Skinner.

The summit has been rescheduled and is now planned for Monday, March 25, at the Lowes L'Enfant Plaza Hotel.

Skinner, a strong proponent of recruiting a more culturally diverse work force in the DOT, FAA and the other transportation modes, will outline plans for the future and challenge top managers to get involved.

The meeting, which was originally scheduled for late February, will also include a variety of speakers who will talk on a wide range of diversity and employment issues facing the DOT and FAA.

icy and directed the FAA to issue regulations in two major areas:

→ Phaseout of older, noisier aircraft.

→ Establishment of a program for review of airport noise and access restrictions on older and noisier stage 2 and quieter stage 3 aircraft.

Stage 2 aircraft include the Boeing 727, 737-100 and 200, 747-100 and some 200s, and the McDonnell Douglas DC-9 and some DC-10s.

The legislation requires publication of final rules no later than July 1, 1991.

Notices of Proposed Rulemaking are now being developed.

Moving? FAAers planning to relocate can now get a special pamphlet even though they don't use the agency's relocation contract.

To make sure that a "Permanent Change of Station" pamphlet is forwarded to all relocating FAAers, administrative contacts are urged to send a copy of each approved travel authorization for PCS (DOT F1500.4) to the relocation service coordinator that represents their region, center or headquarters.

Travel Software. "Travel Lightning" software, used throughout the FAA to generate temporary duty (TDY) domestic travel vouchers automatically, has not been updated to include the new per diem rates for certain existing and some new per diem localities.

To get software with current domestic and foreign per diem rates, Travel Lightning software owners may buy the current version of the "Travel Manager" replacement software, advises the Travel and Relocation Systems Division, AAA-200.

The current version, "Travel Manager-Plus," version 3.2 costs \$131.

Version 3.2 includes generation of foreign, domestic and local travel vouchers; TDY authorization; and travel advance forms.

It contains maximum travel per diem rates for foreign areas, effective December 1, 1990, and the maximum travel per diem rates within continental United States, effective January 1, 1991.

Travel Manager owners of prior
turn to Highlights on page 5

Relaxing Foreign Investment Rules

Skinner Zeroes in on Airline Finances, Deregulation and International Competition

The DOT has significantly relaxed restrictions on foreign investment in U.S. airlines.

Under the new policy, investment of up to 49% of total equity obtained from foreign sources would not generally, by itself, be considered an indicator of foreign control.

The DOT also does not consider debt as a foreign control issue unless the loan agreement provides special rights to the debt holder that imply control.

The new policy allows foreign membership on corporate boards of U.S. airlines to reflect their voting stock ownership, as long as it satisfies the statutory ceiling, and as long as representatives of foreign airlines do not take part in decisions affecting competition.

Current law and precedent limits foreign ownership of voting stock in U.S. airlines to 25% and limits the number of directors and officers who can be foreign citizens to one-third.

The DOT said the recently announced administrative changes are consistent with current law and precedent.

"We have concluded that one of the important steps we can take...is to create an environment more receptive to foreign investment in the U.S. airline industry," DOT Secretary Sam Skinner said at the National Press Club in Washington on January 23.

In conjunction with this new policy, Skinner said, the DOT would allow KLM Royal Dutch Airlines to maintain a significant investment in Northwest Airlines.

Skinner also zeroed in on several other aviation issues.

➔ **Deregulation.** "It is remarkable that some still argue that deregulation was a bad idea and ought to be reversed. It is time to declare the deregulation debate over and get on with the challenges of the 1990s," Skinner said.

"Every credible analysis of airline competition in the 1980s has declared deregulation a success," Skinner said.

"Last year, the Department of Transportation released the results of the

most comprehensive assessment of deregulation to date; and our ongoing analyses following that 13-volume study confirm that deregulation has provided major benefits for American travelers."

He said DOT's study showed that air travel is less expensive today than in 1978, making it accessible to more

**'...we have every reason
to believe that
robust competition
will continue.'**

Sam Skinner
DOT Secretary

Americans and providing passengers with a wider choice of airlines and more frequent service.

He added that, in part because of the continuing safety oversight of the Federal Aviation Administration, airline accident and fatality rates have steadily declined.

➔ **International aviation.** Skinner said the DOT has taken steps to extend the benefits of domestic deregulation to international travel.

They include new bilateral agreements with Japan and the United Kingdom, liberalization discussions with Canada and a program to allow foreign airlines to expand service to more U.S. cities.

He called these initiatives "good news...for the ever-expanding world of international aviation."

➔ **Financial woes.** Skinner noted the financial difficulties of a number of U.S. carriers, with Eastern ending its service last month and two carriers operating under the protection of bankruptcy courts.

Among the reasons for the money crunch, he said, are:

➔ Slowing growth of the U.S. economy, leading to a decline in the growth of demand for air travel.

➔ Rising cost of jet fuel that fol-

lowed Iraq's invasion of Kuwait.

➔ Failure of some carriers to adjust to a deregulated marketplace.

➔ Failure of labor and management to bring labor costs under control.

"In contrast to other industries, airline managers and their employees appear to be oblivious to the long-range consequences for the industry caused by an imbalance in power between labor and management," Skinner said. "In the end, of course, the consumer loses."

➔ **Airline consolidation.** The DOT Secretary said the U.S. airline industry is in a period of restructuring and consolidation.

"There may well be fewer major airlines in the 1990s than there were at the end of the 1980s," he said, "but even if this happens, we have every reason to believe that robust competition will continue."

"Under a deregulated system of hub-and-spoke networks and low barriers to entry, existing carriers can serve virtually any market in the nation. As a consequence, competition should continue to thrive."

He said the restructuring could end some of the intense competition in certain markets, leading to higher fares in these markets.

"All of us, as consumers, appreciate the low fares produced by the almost desperate marketing strategies that we've seen in the current downturn," Skinner said, "but we also know that unrealistically low prices are a bad bargain in the long run."

"Unless airlines are able to cover their costs, they eventually have to go out of business, and right now, there is not an airline in the country that is covering its operating costs."

➔ **Operation Desert Storm.** Skinner also noted DOT's contribution to Operation Desert Storm, including the roles of the U.S. Coast Guard, the DOT's Ready Reserve Force of cargo ships and the Civil Reserve Air Fleet, which operates a program for carriers to provide airlift to the military.

Helping Airports Increase Capacity

Extra Money Will 'Go a Long Way Toward Easing Congestion,' Busey says

The FAA has issued a proposed regulation to set up an administrative structure for airports to collect passenger facility charges (PFCs).

PFCs are airport charges of up to \$3 levied on each passenger departing and those making connecting flights.

The funds are to be used for airport-related projects that preserve or boost capacity, safety or security of the air transportation system; reduce airport noise; or expand passenger and cargo handling facilities.

"I am confident," said FAA Administrator James Busey, "that much of the extra revenue going to the airports from the PFC program will be spent on capacity growth projects and go a long way toward easing congestion and delay problems."

The maximum that could be collected from one passenger on a round trip would be \$12 - \$3 each on the first two legs of the trip out and \$3 each on the first two legs of the trip back.

When a medium or large hub airport imposes a departure fee, it will be required to give up part of the grant money it is entitled to under FAA's

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.

It's also a good method of burning off a few extra calories and cutting down on elevator usage.

Airport Improvement Program.

The forfeiture could be as high as 50% for the 71 medium or large hub airports. Small and non-hub airports would not lose federal grant funds.

Passenger facility charges were authorized by the Congress in the Aviation Safety and Capacity Expansion Act of 1990.

The act, passed on November 5, 1990, also requires the DOT - acting through the FAA - to adopt a regulation setting the procedures for administering the program.

A public meeting on the proposed regulation was held on February 15 in Washington at FAA Headquarters.

The proposed regulation was published in the *Federal Register* of February 5.

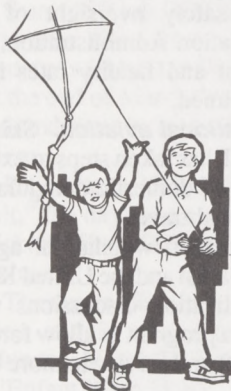
The Notice of Proposed Rulemaking (NPRM) includes procedures for an airport to apply to the FAA for authorization to impose passenger facility charges, for the FAA to process the applications, for airlines to collect them and turn them over to the airports, for record keeping and auditing by the airlines and the airports, for terminating PFC authority and for reducing the amount of federal grants available to large and medium hub airports that levy the charges.

Interested parties will have until March 7 to comment on the proposal.

The shorter-than-usual comment period is necessary because the law requires the FAA to issue a final regulation by May 3, 1991.

Go Fly a Kite

High Flying Competition Set for March 23



Kitemakers and kite fanciers will again converge on the National Mall in March for the 25th annual Smithsonian Institution Kite Festival.

The free event takes place on the grounds west of the Washington Monument on *Saturday, March 23.*

Rain date is *Sunday, March 24.*

A major focus of the yearly festival is the handmade kite competition. Kites will be judged on appearance - design, craftsmanship and beauty - as well as on performance - takeoff, climb, angle and recovery.

Categories for awarding trophies include airplane, bird figure, box or spacecraft, funniest, team and delta.

Contestants must bring kites capable of flying at a minimum altitude of 100 feet for at least one minute. Registration will begin at 10 a.m. on the festival day.

There is no preregistration, and registration closes at 12 noon.

Ribbons will be awarded by age group: 11 years and younger, 12 to 15, 16 and older and senior citizens.

Festival-goers will be able to choose the winner of a special trophy, known as "The People's Choice."

Preceding the festival, a kite display, film and lecture giving tips on kite-flying will be held on *Saturday, March 16,* at 10 a.m. in the Lecture Hall, S. Dillon Ripley Center, 1100 Jefferson Drive, SW.

The program is free, but tickets are required. For tickets and other information about the kite events, call (202) 357-3030.

Headquarters

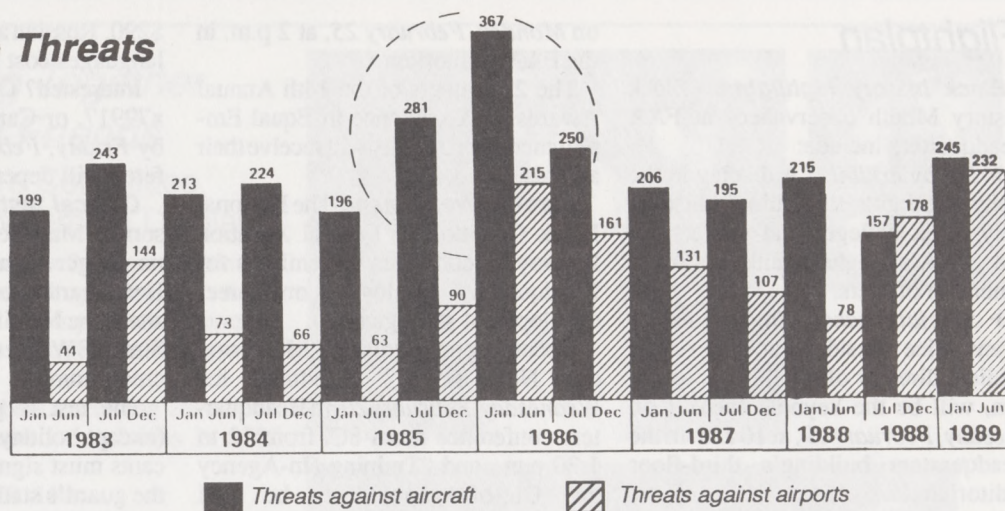
Intercom

February 19, 1991
No. 91-7

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

Bomb Threats

During the first six months of 1989 there were 245 bomb threats against U.S. aircraft and 232 against U.S. airports. This chart shows the bomb threat history since 1983. The higher numbers from June 1985 through April 1986 may be attributed, in part, to extensive publicity given aviation incidents related to explosives, the FAA security report says.



Weapons Seized at Airports *continued from page 1*

Most of the firearms - 1,330 - were caught by X-ray inspection. All except one of the explosive/incendiary devices were detected by X-ray.

→ Worldwide, 11 hijackings occurred involving air carriers - two against U.S. carriers.

→ A total of 755 investigations of alleged security violations by air carriers, airports and individuals were completed.

→ Civil penalties totaling \$233,988 were collected in 175 investigations.

→ There were 105 assessments completed of the effectiveness of security measures at foreign airports in more than 58 countries.

→ Federal air marshal teams flew 4.16 million nautical miles in identified sensitive areas of the world.

→ Fifty-three students from 26 foreign countries attended FAA-sponsored aviation security courses and seminars.

Mandatory security screening procedures, which include inspection of all passengers and carry-on items, have been in effect since 1973.

In December 1987, the FAA adopted a tough policy for assessing civil penalties against airline passengers and others who attempt to take guns, either intentionally or unintentionally, through airport screening points.

The mandatory civil penalties range from \$1,000 to \$10,000.

Since 1973, more than 10.5 billion people and their carry-on items have been screened. This screening has detected more than 44,200 firearms and resulted in more than 20,150 arrests.

Highlights *continued from page 2*

versions may upgrade to the Travel Manager-Plus, version 3.2, for \$49 or update to the current versions 2.03 or 3.01 for \$29 each.

Versions 2.03 and 3.01 are used only for domestic TDY travel vouchers and contain the current per diem rates.

Since AAA-200 is not supplying the software, it may be ordered directly from Federal Software.

Here's the address: 16195 South Monterey, Morgan Hill, CA 95037, or by calling (408) 778-1540.

Federal Software will inform owners of future changes.

'92 Budget *from page 1*

Airspace System modernization on track.

→ \$1.9 billion for airport grants. The addition of passenger facilities charges to be levied by some airports and okayed by Congress last year will greatly expand funds available for airport construction and other aviation capacity needs, Skinner said.

→ \$210 million for research, engineering and development to address long-term aviation system needs and the more pressing needs of aging aircraft, human factors and aviation security.

For FAA operations, the Administration proposes \$4.457 billion, a 10% increase over the 1991 fiscal year.

Some of these extra funds would enable the FAA to boost its controller work force to 17,945, an increase of 450 over 1991 levels.

Wake Vortex Symposium. The deadline for abstracts for the FAA-sponsored International Wake Vortex Symposium has been extended to March 1.

The symposium is slated for Washington, DC, October 29-31. For more information, contact Bob Machol, Chief Scientist, ASD-4, FTS 267-9451, Fax: FTS 267-5117.

Travel Advisories. Planning a flight to a foreign country? It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

Flightplan

Black history highlights. Black History Month observances at FAA Headquarters include:

→ **Lobby exhibit.** A display in the lobby highlights the nation's historically black colleges and universities and FAA's highest-ranking Afro-American officers.

→ **Special speaker.** Dr. Therman E. Evans, vice president and corporate medical director of CIGNA Corporation, will be the keynote speaker on *Tuesday, February 19*, at 10 a.m. in the Headquarters building's third-floor auditorium.

A musical performance in the lobby by the Navy Commodores Jazz Combo and ethnic food tasting is tentatively scheduled to follow the program.

→ **Educating America.** A one-day seminar on *Thursday, February 21*, centered around the Black History Month's theme, "Educating America: Black Universities and Colleges - Strengths and Crises," starts at 9 a.m. in the FAA auditorium.

Dr. William P. Hytche, chancellor, University of Maryland, Eastern Shore, will give the keynote address in the morning session.

Hytche's address will be followed by a panel discussion on the goals and accomplishments of historically black colleges.

The morning session is open to all employees.

The afternoon session, which will be held in conference rooms 5A&B from 1:15 to 4 p.m., is targeted for FAA managers

Concurrent workshops on identifying problems, issues and concerns, recruitment tips for the FAA and improving college and government relations will be the agenda for the afternoon.

A focus will be on finding ways that historically black colleges and universities and the FAA can forge partnerships, complement each other and thrive in the future.

→ **EEO winners.** The Administrator's EEO awards program will be held

on *Monday, February 25*, at 2 p.m. in the FAA auditorium.

The 28 winners of the 14th Annual Awards for Excellence in Equal Employment Opportunity will receive their awards.

Career development. The National Black Coalition of Federal Aviation Employees continues its seminars for Headquarters employees on career development strategies.

Upcoming programs are "Mentoring and Networking," scheduled for *Wednesday, February 20*, in Headquarters conference room 8C, from 12 to 1:30 p.m., and "Training (In-Agency and Out-of-Agency)," to be held *Wednesday, March 6*, in conference room 5C from 12 to 1:30 p.m.

These are the third and fourth in the first of three training modules designed to enrich employees' career development opportunities.

The modules were approved by the Career Development Branch, AHR-140, to be included in employees' training histories.

For more information, contact Margarete Berrios, x78757, or Diane Ables, x73880.

Future planning. On *Thursday, February 21*, the Federal Women's Program Committee will sponsor a briefing from 2 to 3:30 p.m. in the third-floor auditorium on setting up an Individual Development Plan (IDP).

A session on writing KSAs and SF 171s is scheduled for *Friday, February 22*, from 10:30 a.m. to 12 p.m. in the auditorium.

Contact Lynda Griffin, x78136.

A foreign language? The Federal Women's Program Committee is working with the Berlitz School to arrange language classes for FAAers at reduced rates.

These one-and-a-half-hour classes will meet twice each week in the Headquarters building.

The session lasts five-and-a-half weeks. Maximum class size is eight, and the cost of the class is shared by its enrollees.

For an eight-person class, each member would pay approximately

\$290. Russian and other non-Romance languages cost slightly more.

Interested? Contact Loretta McNeir, x79917, or Carmen Carrion, x77067, by *Friday, February 22*. Classes offered will depend on interest.

Clerical tests. The Office of Personnel Management's clerical test is no longer administered in the FAA Headquarters building. The new test site is the Nassif building, 400 Seventh Street, SW, northeast entrance near the credit union.

The test is given *every Thursday* (except holidays) at 9:30 a.m. Applicants must sign the register located at the guard's station in the Nassif building 15 minutes prior to the test and remain in the lobby area until the examiner escorts them to the test room.

For additional information, contact the Central Employment Information Office at x69391.

Aviation class. Embry-Riddle Aeronautical University now offers an undergraduate college course taught in Dulles International's main terminal conference room.

The course, History and Regulation of Aviation, AS254, can be used toward a Bachelor of Professional Aeronautics Degree.

Registration dates are *Monday, February 25*, to *Friday, March 1*, from 11 a.m. to 3 p.m. Cost is \$300.

The term runs from *March 11 through May 3*, with class meetings on *Mondays and Wednesdays* from 5 to 7:30 p.m.

For further information, call Embry-Riddle Aeronautical University, Andrews Air Force Base campus, (301) 735-6340 or (301) 981-4098.

Coalition meetings. The National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its next monthly meeting on *Tuesday, March 5*, from 12 noon to 1 p.m. in FAA conference room 5ABC.

Monthly meetings are also scheduled for the following *Tuesdays*: *April 2* (room 5ABC), *May 7* (room 9ABC) and *June 4* (room 5ABC).

Contact Marcia Adams, x73488, for additional information.

Getting Together with Friends

Women's Committee Puts Its Program on Display

The Federal Women's Program Committee (FWPC) held its annual open house to thank FAA managers and employees who supported the committee during the year and to showcase its programs.

Committee members receiving awards for heading up programs or activities in 1990 were:

Diane Ables, AHR-140
Marcia Adams, APA-200
Naomi Bryant, AIR-510
Pat Haynes, AGI-1
John Ogden, AHR-142

The FAA Chorale entertained the large group that turned out for the festivities.

Naomi Bryant, AIR-510, chaired the open house with the help of Marcia Adams, APA-200; Deena Collier, ACS-20; Loretta McNeir, AMS-350; Doretha Robinson, AAA-212; and Tina Stephens, ACR-3.

Here are a few snapshots of the event.



Building Update

Library Open for Business in Three HQ Locations

The library in FAA Headquarters is now open for business in three building locations.

Last September an extensive reconfiguration and relocation project began to provide additional FAA office space.

Now the project is complete, and all three library service locations are open as follows:

Technical Library

Room 930

9 a.m. to 4 p.m.

Technical Library

B-Level Garage

9:30 a.m. to 3 p.m.

Law Library

Room 925

9 a.m. to 4 p.m.

Feedback

Job hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause injury or property damage.

Report all on-the-job hazards immediately by calling the PRIDE line, x77433.

Something missing? FAAers lose lots of things in the Headquarters building -- everything from jeep keys and a bottle of prescription pills to sweaters, rings and a hand sander.

Did you know items can be retrieved if they have been turned in to the building's management?

If you recently lost something, call *Nat Mosby* in the DOT Nassif Building, x64683.

Mosby's office keeps a list of lost items and holds them for 30 days. After that, they are turned over to the General Services Administration for disposal.

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

Solving Problems

that Put a Crimp in Your Work

Employee Assistance Programs (EAPs) can help with just about any problem that affects the quality of an employee's job performance.

How to cope with marital problems, career counseling, alcoholism, parent-child problems, elderly services, individual psychotherapy, drug abuse, separation and abuse, legal assistance, financial aid, crisis intervention and family counseling are just a few examples.

The way the program works is to provide a thorough assessment of your situation, usually through one to three individual sessions with the EAP counselor

Once the problem is clearly identified, the counselor makes a referral to the appropriate community resources where you can get additional help, if needed.

Consultations are also available to individuals who do not feel they need extensive help but could benefit from objective advice on a specific situation.

The EAP operates seven days a week, 24 hours a day.

At Headquarters EAP counselors are Jerry Meade, EAP manager, x73945, and Kim Brams, x73903.

The Montgomery General Hospital Employee Counseling Service Program, FAA's contracted EAP provider, can be contacted at (301) 774-8898 as well.

Have a Friend or Relative Stationed in the Persian Gulf?



A new group has been formed at FAA Headquarters to help employees who have relatives and friends deployed in the Persian Gulf War.

Called the Gulf Crisis Support Group, members will meet weekly for one hour. EAP counselors will act as facilitators for the sessions.

"These support sessions will be devoted to sharing our concerns and worries, while at the same time offering support to one another during these difficult times," says Headquarters EAP manager and counselor Jerry Meade.

Counselor Kim Brams notes that other EAP programs have received numerous phone calls about support groups for relatives and friends of men and women involved in the war.

Registration for the group is requested in advance. To register, call the EAP at x73945.

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*, Management Systems, x78735, or the

distribution representative for your office to update your organization's distribution.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event.



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom



Focus on Safety

FAA Launches Quarterly Magazine

The agency has a new publication which debuted this month. It's called the *FAA Aviation Safety Journal*, a quarterly magazine that aims to foster an increased commitment to safety by the nation's aviation industry.

The journal is being produced, with input from many FAA program offices, by the Safety Information Staff of the Office of the Assistant Administrator for Aviation Safety.

It will serve as a forum for the agency and the aviation community to address their safety concerns, as well as identifying solutions to aviation issues.

The first issue, which is being distributed this month, features messages from DOT Secretary Sam Skinner and FAA Administrator James Busey.

turn to New Publication on page 3

Highlights

Career Strategies. Seventeen Headquarters women have been picked for a one-week seminar to help them climb the agency's management ladder.

Find out who they are on page 8.

Extra Pay. Some *Intercom* readers said they were confused by an earlier story about the extra 8% "geographic adjustment" that affects 5,933 FAA workers.

This week's "Feedback" clears it up. Turn to page 8.

Black Education. The DOT will continue its "strong" support of black institutions of higher learning, DOT Secretary Sam Skinner pledged in a message to all DOT employees to commemorate Black History Month.

"That commitment must and will continue as a vehicle for achievement in transportation fields," Skinner said.

This year's theme for February,

turn to Highlights on page 2



where it should not be. "Runway incursions can result from problems with communications or ground navigation," FAA Administrator James Busey said.

"This plan attacks those causes by focusing on technology advances, sign and lighting improvements and, most importantly, on the human element.

"Whatever the cause, runway incursions can have tragic consequences, and the FAA is fully committed to reducing the danger."

The undertaking is in addition to the agency's program to develop and install a more advanced airport surface detection radar, the ASDE-3.

This improved ground radar system would enable controllers to follow aircraft on the ground under poor visibility conditions.

The FAA has chosen four sites - Boston, Seattle-Tacoma, Pittsburgh and the new Denver airport, expected to open in 1993 - to demonstrate marking, lighting, and sign advances to pilots and controllers.

turn to Safer Runways on page 2

Better Runways

Four Airports Testing 'State-of-the-Art' Signs, Markings and Lighting

Four airports have been picked by the FAA to test state-of-the-art advances in runway markings, lighting and signs.

It's part of the agency's plan to reduce "runway incursions."

An incursion involves an aircraft or other vehicle that strays onto a runway

Safer Runways *continued from page 1*

Testing the technology at the new Denver airport will take place when construction is far enough along. At the other three airports, the demonstration begins as soon as possible.

The plan includes a commitment of \$30 million in Airport Improvement Program grants to equip the four airports not only with the state-of-the-art visual guidance improvements but also with newly developed technology.

The plan, which gives high priority to standardizing runway signs and other visual aids at airports, will be based on results of a survey that is now underway to identify incorrect or misleading runway signs and overly complex runway layouts.

The agency will set aside \$20 million in airport grant funds to finance these standardization projects at airports throughout the country.

Because the plan recognizes that human factors are an important element in pilot and controller errors that lead to runway incursions, human factors experts will play a major role in the design and execution of the improvements intended to reduce errors.

Air traffic control and aviation users will also participate in formulating requirements in the plan.

Buscy established a national program manager for runway incursions responsible for executing the plan.

The FAA also created an industry working group on runway incursions under its Research, Engineering, and Development Advisory Committee and local airport runway incursion working teams.

The plan, which will be updated regularly to reflect new developments, will incorporate reports on program progress, product delivery schedules and implementation dates, based on review and cooperation with the aviation community.



Dallas Vaughn, American Legion adjutant for Washington state, accepts a \$2,500 check from Northwest Mountain Region's Linda Rose and Fred Isaac.

Helping Military Families. When employees in the Northwest Mountain Regional Headquarters and Seattle field offices found a balance of \$2,500 in the Regional Entertainment Committee's coffers, they looked for ways to put it to good use — maybe buying an ice machine for the cafeteria, or putting coffee pots on each floor?

These spending ideas were posted on a bulletin board along with the idea of donating the money to families with relatives in Saudi Arabia.

After more than 900 employees voted, the money was given to the American Legion.

The Legion gives up to \$400 per family to families who face difficulty because their members are away from home serving in the Gulf.

"This is just the latest example of how you've responded to the needs of the area," said Regional Administrator Fred Isaac to employees.

"Most of you will never know the thousands who have benefited from your generosity. On their behalf, I want to thank you very much."

Linda Rose, manager of the region's Financial and Information Resources Division, chaired the committee.

She said, "This is acknowledgment that regardless of how employees might feel about war and peace, they want to help out."

In early December, the Seattle FAA offices donated \$5,000 to area charities to brighten the holidays for many families.

The money was raised in the annual holiday silent auction at Northwest Mountain Regional Headquarters.

Highlights *from page 1*

"Educating America: Black Universities and Colleges — Strengths and Crises," Skinner said, "reflects the growing concern for the education young people receive today."

The DOT Secretary went on to emphasize that parents and the government, along with the education and business communities, must strive together "to protect these valuable institutions, which have flourished in spite of scarce financial resources and continue to offer African-Americans the opportunity for a quality education with dignity.

"The challenge to the leadership of this country is to recognize the need to provide an educational opportunity for all black youth who want and need the chance to improve the quality of their lives."

Black universities and colleges have produced more than 70% of all black

college graduates since the first black college opened its doors 135 years ago, Skinner noted.

50 Years. When Ruth Webb retired in early January, she ended a half century of government service.

Webb, who retired as an aviation assistant at the Vandalia, OH, Manufacturing Inspection District Office, said she wasn't tired of her job.

Webb just wanted more time to spend around her farm and go swimming a few times a week.

Back in 1938, Webb remembers taking the civil service exam in the Dayton, OH, post office after renting a typewriter which she took to the second-floor exam room.

It was almost two years later when she landed her first federal job at Wright-Patterson Air Force Base.

Webb became an FAA employee in 1967 after 27 years with the U.S. Air Force.

Airport Money. The FAA will distribute \$885.9 million in formula funds to the nation's airports in the 1991 fiscal year for airport planning and development projects, including noise compatibility planning and programs.

About \$609.4 million will go to primary airports, which serve large air carriers throughout the country.

Approximately \$213.8 million is earmarked for the 50 states, District of Columbia and Puerto Rico for general aviation airports, and \$2.2 million will go to airports in the Virgin Islands, Guam, American Samoa, the Northern Mariana Islands and the Pacific Trust Territory.

An additional \$10.5 million is earmarked for certain airports in Alaska, and \$50 million will go to the sponsors of air cargo airports.

"These funds will be invested in projects that will improve the safety, security and efficiency of individual airports as well as the national aviation system," said FAA Administrator James Busey.

"Airport grants represent a continuing investment in the aviation infrastructure."

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.

Congressional Affairs Post. John A. Cline has been appointed DOT Director of Congressional Affairs, DOT Secretary Sam Skinner announced.

From February 1989 to his appointment, Cline, 31, was Associate Administrator for Budget and Policy at the Urban Mass Transportation Administration.

Before joining the federal government, he was vice president of National Transit Services, Inc., a corporation based in Chicago specializing in the management and operation of public transportation systems.

From 1979 to 1985, Cline owned and managed the Brite Company, a building maintenance services company.

New Publication Debuts *continued from page 1*

In his message, Skinner says, "The job of advancing aviation safety requires constant vigilance....The task of improving the system demands that we inform and educate ourselves about the issues...."

"If the journal does its job effectively, more people will be thinking about and discussing aviation safety."

Busey, in his message in the premier issue, emphasizes the need for further commitment to safety by airline management and employees noting that "the 200,000 people in the industry are in the best position to put and keep their own houses in order."

Seeking a "new era of cooperation" with the aviation industry, Busey

Find out about President Eisenhower's impact on aviation on page 4. It's one of the enlightening features appearing in the first issue of FAA Aviation Safety Journal.

calls on airline executives to work with the FAA to identify and correct deficiencies before they affect safety. "I want to revitalize the partnership for safety that has made our system the greatest in the world."

The first issue contains articles on the vital importance of clarity and precision in communications among pilots and air traffic controllers, the contributions to safety made by President Eisenhower when he formed what is now the FAA, the safety role of the International Civil Aviation Organization and a review of regulatory steps to improve safety taken by the FAA in the 1990 fiscal year.

Copies are available in the Headquarters library.



Charlie Huettner, Deputy Assistant Administrator for Aviation Safety, presents Administrator James Busey with a copy of the first issue of the agency's new publication, the FAA Aviation Safety Journal. Busey praised the publication for its professional look and content.

A native of Chicago, Cline holds a BA from Northern Illinois University and is working on an MBA with emphasis in labor relations.

During 1983 and 1984, he was a member of the Illinois Board of Regents in Springfield.

Cline and his wife, Krista Edwards, live in Arlington, VA, and have an infant daughter, Mariel.

International Briefing. The Office of International Aviation held its first "RIBS" meeting at Headquarters in late January.

The key objective of RIBS -- Re-

gional International Briefing Session -- is to improve the exchange on international aviation information between the FAA and U.S. industry by organizing industry meetings during routine visits of FAA's overseas representatives to Headquarters.

The meeting focused on aviation trends and developments in Eastern Europe and featured James Murphy.

Murphy recently retired as FAA representative in Rome.

The Department of Commerce and the U.S. Trade and Development Program also made presentations on Eastern Europe aviation trends.

October 14, 1990, marked the centennial year of Dwight David Eisenhower's birth. Eisenhower was one of four Presidents - the others being Calvin Coolidge, Franklin Roosevelt and Jimmy Carter - who set Federal civil aviation policy on a new course.

The principal instrument of Eisenhower's policy was the Federal Aviation Act of 1958, which revamped the Federal civil aviation establishment and created the FAA.

Eisenhower was inaugurated in 1953, the golden anniversary of powered flight. In the 50 years between that event and Kitty Hawk, the airplane had become an important player in the nation's transportation system, and it had given rise to an industry of major economic proportions.

That industry was growing at a fantastic rate. In the decade immediately following World War II, the number of passengers using scheduled certificated route air carriers rose from 6.7 million to 38 million, a sixfold increase.

During the same period, Americans using international air transportation increased sevenfold. Aviation was one of the success stories of the postwar period.

That very success, however, brought with it a host of problems. Nearly all of these problems could be traced to one salient fact, public policy had not kept pace with the march of aviation technology.

Aviation's greatest need in 1953 was a modernized air navigation and air traffic control system.

The men and women of the FAA's immediate predecessor, the Civil Aeronautics Administration (CAA), knew that the existing system was based largely on the technology of the 1930s. Such equipment was not up to the task of adequately accommodating this increased activity or the demands of the coming jet age.

Yet, the technology to modernize the system was actually at hand. Instrument landing systems (ILS), VHF omnidirectional radio ranges (VOR) and radar had been introduced on the airways in the immediate postwar period, and the CAA planned to deploy these facilities throughout the system.

Authority and Money

Two impediments stood in the CAA's path: authority and money. The CAA was not free to construct an air navigation and air traffic control system of its own choosing.

Responsibility for the airways was so diffused among competing civilian and

President Eisenhower boards Air Force One in Washington, DC, for a flight to New York City on September 23, 1960.



White House Photo Album/Dwight D. Eisenhower Library

Ike and t

A President and Pilot Who 'Liberalized' Aviation Giving Airways a 'Surer'



General Eisenhower in Europe during World War II.

military interest groups within the Federal structure, the CAA could barely make its presence felt in governmental councils. Indeed, a wide gulf separated civilian and military views on the kind of instrument landing and air navigation systems that should be installed.

Two interdepartmental policymaking groups, the Air Coordinating Committee and the Air Navigation Development Board, were established to develop a Federal consensus.

Stalemate

When they failed to agree, progress on the airways was stalemated. The CAA's organizational placement was also a handicap. It was housed in the Department of Commerce, three levels removed from the White House.

No less serious was a paucity of funds for facilities and equipment. From a wartime low of \$4.1 million for fiscal year 1945, the facilities and equipment (F&E) budget rose to a hefty \$36.9 million by fiscal 1950.

Then, the Korean War made huge demands on the Federal budget, and spending on domes-

the FAA

'Liberated' Civil Aviation Policy
Furrier Hand at the Controls'



Dwight D. Eisenhower Library

self with people from other transportation modes. Sinclair Weeks, his Secretary of Commerce, was a New England businessman who was serving on the board of the Pullman Company when he joined the cabinet.

His Secretary of Defense came from General Motors. Both the Postmaster General and the Secretary of the Interior owned automobile distributorships, prompting Adlai Stevenson to quip that "New Dealers had been replaced by car dealers."

Big Budgetary Ax

In fact, the free-spending New Dealers had been replaced with tightfisted conservatives who believed in balancing the budget.

Eisenhower did not merely preach "fiscal responsibility," he actually wielded a big budgetary ax. That ax fell particularly hard on the CAA's facilities and equipment allocation which was cut to \$7 million in fiscal 1954 and to \$5 million in fiscal 1955.

Airway development came to a virtual standstill. In the five years since the start of the Korean War, the funds available for facilities and equipment had been cut 81%.

During the same period, revenue passenger miles on domestic air carriers increased 148%.

However, Eisenhower recognized the demand for services lagged behind the CAA's ability to provide them.

In May 1955, he asked financier William Barclay Harding to conduct a review of aviation policy. Seven months later, Harding reported what everyone already knew, aeronautical developments had outraced the development of airports, airways and air traffic control systems.

Piecemeal Approach Thwarts Progress

A piecemeal approach to airway development, Harding said, stood in the way of progress. He recommended the White House undertake a long-range study of aviation facility needs. He also recommended the White House study look into "what kind of Government organization is required to control use of the airspace."

In February 1956, Eisenhower appointed Edward P. Curtis, a former U.S. Army Air Forces general, to head the long-range study.

One of the more disturbing observations of the Harding report was its depiction of airways so crowded and airway facilities so outmoded that the risk of midair collisions had reached a critical stage.

turn to lke on page 6

tic airways dwindled. The facilities and equipment budget dropped to \$19 million in fiscal 1951.

When Eisenhower took office in 1953, it stood at \$10 million or less than a third of its 1950 level.

First President with Piloting Experience

Eisenhower was the first President to have been a pilot.

He took flight lessons while serving in Manila as an aide to General Douglas MacArthur and at the age of 49 was issued a private pilot's certificate (No. 93258) on November 30, 1939.

If some people in the aviation community interpreted Eisenhower's learning to fly as a sign that an aviation enthusiast now occupied the White House, they were wrong. Ike's flirtation with flying was brief.

He let his certificate lapse on the first renewal date and never touched the controls of an airplane again.

In fact, his inclination was to surround him-



White House Photo Album/Dwight D. Eisenhower Library

Then Vice President Richard Nixon and Pat Nixon greet the Eisenhowers after returning from a trip.

Ike Signed FAA Law on August 23, 1958 *continued from page 5*

The validity of that observation was graphically demonstrated on June 30, 1956, when two airliners collided over the Grand Canyon killing 128 people.

The accident occurred on a bright, sunny day in virtually deserted airspace.

The pilots had chosen to fly "off-airways" because the controlled airways were congested.

The CAA allowed airline pilots such options because it did not have the resources to require every scheduled airliner to fly IFR.

Air Traffic Cuts?

Controlled airspace did not exist, since the CAA had no funds to deploy long-range radar. In fact, the fiscal problem was so acute the CAA was actually preparing to pare its air traffic controller work force by 10%.

The Grand Canyon tragedy changed all that.

Those members of Congress who had been advocating without success the reorganization of the Federal civil aviation establishment and the provision of adequate funds for airspace modernization suddenly gained the upper hand.

Their position had already been given a boost in May 1957 by the Curtis Board.

Two Agencies

Curtis recommended to Eisenhower the creation of two new agencies:

→ A temporary Airways Modernization Board (AMB) responsible for developing and consolidating the requirements for future airway systems.

→ A permanent Federal Aviation Agency that would consolidate the CAA and the AMB.

Curtis envisioned the proposed FAA as an independent agency whose head

would report directly to the President

In transmitting the Curtis report to Congress, Eisenhower referred to "the gravity of our present and anticipated air traffic problems" and recommended that Congress establish an AMB.

By August, Congress had passed legislation creating the Board. Ike signed

'Eisenhower liberated civil aviation policy from the trammels of divided responsibility and authority....'

the bill and named retired Air Force Lieutenant General Elwood R. (Pete) Quesada to head the new organization.

However, creation of an independent Federal Aviation Agency was opposed among Eisenhower's official family, particularly within the Bureau of the Budget (BOB) and the President's Advisory Committee on Government Organization, chaired by Nelson Rockefeller.

Different Solutions

Both the BOB and Rockefeller's group believed creating an independent agency undercut good management principles and might lead to the fragmentation of the Federal organizational structure.

As a matter of fact, the Rockefeller committee was at that very moment considering a radically different solution, the consolidation of all transportation functions into a new cabinet-level Department of Transportation

Twin Tragedies

If aviation left Commerce to strike out on its own, the Rockefeller group reasoned, might not public roads or

maritime be next? And would that not create organizational anarchy?

Opposition to the creation of an independent agency melted in the spring of 1958 when twin tragedies struck the airways.

On April 21 a U.S. Air Force jet fighter collided with a United Air Lines DC-7 near Las Vegas, NV, killing 49 people aboard the two aircraft.

A month later, on May 20, a second major midair collision occurred when a military jet trainer and a civilian transport plane collided over Brunswick, MD, with the loss of 12 lives.

The following day, Senator A. S. Mike Monroney introduced a bill "to create an independent Federal Aviation Agency...."

The Eisenhower administration decided to join the drive for an independent aviation agency.

On June 13, 1958, Ike sent a special message to Congress recommending the establishment of a Federal Aviation Agency "in which would be consolidated...all the essential management functions necessary to support the common needs of our civil and military aviation."

The Birth of the FAA

Congress responded by passing the Federal Aviation Act.

The act transferred the CAA's and the AMB's functions to a new independent body, the FAA. In addition, it took safety rulemaking from the CAB and entrusted it to the FAA.

Finally, it gave the FAA the sole responsibility for developing and maintaining a common civil-military system of air navigation and air traffic control.

Eisenhower signed the bill into law on August 23. In approving the measure, one aviation writer observed, "Eisenhower liberated civil aviation policy from the trammels of divided responsibility and authority and provided the nation's airways with a surer hand at the controls."

Note: In 1967, the FAA was re-named the Federal Aviation Administration and placed in the newly created Department of Transportation.

Thanks. This article on President Eisenhower and the FAA was written by FAA historian Nick Komons, who retired at the end of 1990. It appeared in the first issue of the *FAA Aviation Safety Journal*. Special thanks to its staff for allowing *Intercom* to reprint it. Find out more about the new magazine on page 1.

FAA WINTER 1991 VOL. 1, NO. 1
AVIATION SAFETY JOURNAL

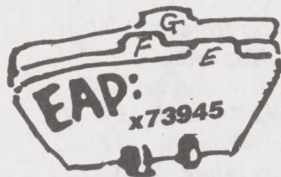
Healthbeat

Twin warnings. The Employee Assistance Program (EAP) urges all FAAers and their families to be aware of a potentially dangerous new "wine cooler" and proposed new legislation regarding drunk driving laws in Virginia.

→ **Killer coolers.** "Cisco" may look and taste like just another low-alcohol wine cooler, but it contains 20% alcohol and is referred to by some teenagers as "liquid crack."

U.S. Surgeon General Antonio Novello has recently been quoted as saying "Cisco is a dangerous product. This drink is a wolf in sheep's clothing."

The National Council on Alcoholism and Drug Dependence and the



Center for Science in the Public Interest are asking merchants to stop selling the product until it has been repackaged. "7-11" and "Food-4-Less" have already pulled Cisco off their shelves.

→ **Tougher laws?** The Virginia Senate voted to approve new laws that will come down even harder on drunk drivers.

In early February, the Virginia Senate passed a bill, which, if approved by the House, would lower the blood alcohol level defining intoxication from .10 (which is used by many states) to .08.

Anyone drinking alcohol and driving would more easily reach the point

of being "legally intoxicated."

In another related measure, a bill calling for "administrative revocation" of driver's licenses for those who refuse to take either breath or blood alcohol tests was also approved by the Senate.

If passed by the House, the measure would also revoke the licenses of those who fail such tests while their cases are awaiting trial.

If you have a personal problem or need more information about EAP services, call x73945.

Flightplan

Library hours. The library in FAA Headquarters is open for business in three building locations.

Here is the schedule:

Technical Library

Room 930

9 a.m. to 4 p.m.

Technical Library

B-Level Garage

9:30 a.m. to 3 p.m.

Law Library

Room 925

9 a.m. to 4 p.m.

Career development. The National Black Coalition of Federal Aviation Employees continues its seminars for Headquarters employees on career development strategies.

"Training (In-Agency and Out-of-Agency)" will be held *Wednesday, March 6*, in conference room 5C from 12 to 1:30 p.m.

These are the third and fourth in the first of three training modules designed to enrich employees' career development opportunities.

The modules were approved by the Career Development Branch, AHR-140, to be included in employees' training histories.

For more information, contact Margarete Berrios, x78757, or Diane Ables, x73880.

Career fair. The Federal Women's Program Committee sponsors its second annual career development fair on *Tuesday, March 19*, in conference rooms 5AB&C from 11 a.m. to 2 p.m.

Some 16 different programs and organizations from the FAA and outside organizations will set up booths for FAA employees to visit. Contact Marcia Adams, x73488, or Gloria Brown, x73482, for more information about the fair.

Clerical tests. The Office of Personnel Management's clerical test is no longer administered in the FAA Headquarters building. The new test site is the Nassif building, 400 Seventh Street, SW, northeast entrance near the credit union.

The test is given *every Thursday* (except holidays) at 9:30 a.m. Applicants must sign the register located at the guard's station in the Nassif building 15 minutes prior to the test and remain in the lobby area until the examiner escorts them to the test room.

For additional information, contact the Central Employment Information Office at x69391.

Coalition meetings. The National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its next monthly meeting on *Tuesday, March 5*, from 12 noon to 1 p.m. in FAA conference room 5ABC.

Monthly meetings are also scheduled for the following *Tuesdays*: *April 2* (room 5ABC), *May 7* (room 9ABC) and *June 4* (room 5ABC).

Contact Marcia Adams, x73488, for additional information.

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.

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.

Headquarters

Intercom

February 26, 1991
No. 91-8

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

Feedback

8% pay update. An article on the 8% extra pay for federal workers under the GS or GM pay plan in three metropolitan areas – New York, Los Angeles and San Francisco – prompted several calls.

The February 5 *Intercom* listed the number of FAAers who are affected by the new 8% “interim geographic adjustment.”

The 5,933 affected FAAers work within the Western-Pacific and Eastern regions – which include the New York, Los Angeles and San Francisco areas.

However, 289 FAAers were listed as being eligible for the 8% add-on even though they were attached to the New England and Northwest Mountain regions, Washington Headquarters and the Atlantic City Technical Center.

The following expanded explanation of how the 8% add-on works should clarify things.

To be eligible for the add-on, FAAers must have their official duty station at a facility within the boundaries of the New York, Los Angeles and San Francisco consolidated metropolitan statistical area (CMSA).

For example, a Headquarters GS or GM employee of the Aircraft Certification Service assigned to the Long Beach, CA, office would be paid the additional 8%.

It is the location of an employee's official duty station – not his or her organizational affiliation, its location or a person's home address – that gives eligibility for the add-on.

Job hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause injury or property damage. Report all on-the-job hazards immediately by calling the PRIDE line, x77433.

Missing something? Did you know that items lost in the building can be retrieved if they have been turned in to the building's management?

If you recently lost something, call *Nat Mosby* in the DOT Nassif Building, x64683.

17 Headquarters Women Selected

One-Week Seminar Focuses on Career Strategies

Seventeen women from Headquarters have been selected from 46 GS/GM-11 through 14 nominees to attend special one-week seminars focusing on career advancement.

The seminar for the 1991 fiscal year, sponsored by the Office of the DOT Secretary, is entitled: “OST Career Strategies for Prospective Women Managers.”

The seminar was initiated by former DOT Secretary Elizabeth Dole to provide more opportunities for women to develop their skills and talents so they can move into upper management positions.

The seminar emphasizes work force diversity. Its training modules include interpersonal skills development, career planning, professional image, networking, mentoring and other leadership and management strategies.

Employees selected from Headquarters have the opportunity to attend one of the several seminars held throughout the country this year.

Those selected from Headquarters are:

Judith Ashby-Adams, AFS-840

Lorraine Berry, ABU-20

Gloria Brown, APA-200

Naomi Bryant, AIR-530

Carmen Carrion, ASF-10

Beverly Daniel, AAD-1

Deborah Daniels, AAA-300

Linda Gordon, AHT-500

Susan Helzer, AMS-530

Patricia Hoover, ATZ-10

Sybil Horowitz, AGC-510

Elizabeth Matarese, AAS-310

Delores Richard, APN-200

Nancy Shalloway, ALG-320

Emily White, APO-220

Bert Williams, APR-510

Sandra Zwokarte, AAM-220

Several have already attended the first seminar last month in Annapolis, MD. This first seminar sparked positive comments.

Here are some samples.

“I learned more about aspects of my personality that require improvement and to further pursue my college education to achieve my professional and personal goals,” says Naomi Bryant.

Elizabeth Matarese says, “I thoroughly enjoyed the opportunity to evaluate the stages of my personal development, talents and skills.”

Patricia Hoover says she “gained an increased awareness of leadership skills and management techniques, which I believe will be of benefit to my career in the future.”

Diane Ables, AHR-140, x73880, is the seminar's Headquarters coordinator. Barbara Brown, AHD-220, FTS 267-3925, is the seminar's national program manager.

Mosby's office keeps a list of lost items and holds them for 30 days. After that, they are turned over to the General Services Administration for disposal.

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 to update distribution.

'A Long Way To Go'

Pushing for a Diverse FAA Work Force

Will the FAA be much different 10 years from now?

Administrator James Busey says he hopes so.

He looks forward to an agency with a more diverse work force; but the FAA has a long way to go, and it won't

be easy, he told a packed auditorium during a Black History Month celebration on February 19.

Ten years from now, Busey said, "I don't want to see . . . some FAA Administrator long after I'm gone talking about the glorious history" of African-Americans while FAA's representation of minorities and women still lags "embarrassingly far behind the civilian labor force."

He reiterated the FAA's commitment

to the "twin goals of equal employment opportunity and work force diversity."

Busey challenged FAAers in the audience to come away from Black History Month events "more firmly committed" to the goals.

"While we celebrate past accomplishments, we need to keep our eye on the future," he said.

"I think we all look forward to the day when we no longer need a special

turn to Diversity on page 2

March 5, 1991



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

Safer Skies

More Traffic, Fewer Errors

Despite a 4% jump in the number of aircraft operations at 55 of the nation's largest and busiest airports, there were fewer delays and errors by pilots and controllers, year-end aviation statistics for 1990 show.

Here's how the 1990 calendar year shaped up compared to 1989.

Operations – aircraft takeoffs and landings – rose to 18.1 million from 17.5 million at the 55 airports.

At the same time aircraft delays at these airports edged down by a half percent. That's 1,771 fewer delays compared to the previous year.

Near midair collision reports by pilots dropped by 18% from 550 to 452.

Operational errors by controllers were down by 4% from 913 in 1989 to 881 the next year.

Preliminary reports of pilot deviations show a decline of 9% to 2,264 from 2,488.

Highlights

'Laurels 1990.' Two FAAers – Craig Goff and Richard Marakovits – have been honored with "Aerospace Laurels" by the weekly magazine, *Aviation Week & Space Technology*.

Recognized in the magazine each year are
turn to Highlights on page 2

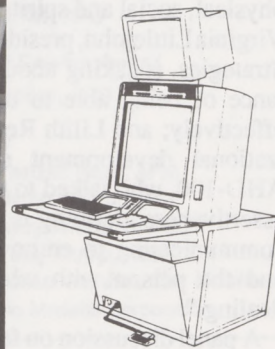


On the
Road
with
AAS

The future of air traffic control went on the road in February. It's a display traveling to more than 30 FAA locations nationwide. It features the Advanced Automation System being built by IBM and expected to begin going on line in the mid-1990s. It will revolutionize the way air traffic controllers work.

While the display was at FAA Headquarters, Administrator James Busey had a chance to take a look. He is accompanied by Joe Del Balzo, Executive Director for System Development, and Mike Perie, program director for Advanced Automation.

The common console, shown in this drawing, will be the new workstation for enroute and approach air traffic control facilities. It will replace existing M-1 consoles, PVDs, the "R" and "D" computer readout displays, flight data input/output devices and flight strip printers. From one to four consoles will make up a sector suite.



Highlights *from page 1*

"individuals and teams who have made significant contributions in the global field of aerospace in the past year or during a lifetime of service."

Goff, who works in the NAS System Engineering Service, ASE-400, was awarded in the "operations" category "for designing and fielding an enhanced Low Level Wind Shear Alert System."

Marakovits, manager of the New York Air Route Traffic Control Center, received the honor in the "commercial air transport" category for "solving morale and operational problems at the center, which handles most Northeast U.S. and North Atlantic traffic."

Magazine editors submit nominations for honorees, who are then selected in six categories – commercial air transport, operations, electronics, space/missiles, aeronautics/propulsion and government/military.

'Personal Power.' "Developing Your Personal Power" was the theme of a three-day meeting held at the agency's Center for Management Development (CMD) in late January for 21 Women's Executive Leadership (WEL) participants from the FAA and other government agencies.

The seminar rounded out the training for this WEL class – the class for fiscal year 1990. Its members will graduate at the end of the month.

Speakers at the meeting included John Miller of Gregory May & Associates, who gave insights on personal power; Linda Cook, director of the Institute for Individual & Organizational Wellness, who addressed wellness issues including vocational, intellectual, emotional, psychological, financial, physical, social and spiritual wellness; Virginia Littlejohn, president of Global Strategies, speaking about the importance of being able to communicate effectively; and Lilith Ren, an organizational development specialist in AHD-100, who talked to the group on assertiveness, defining it "as a way of communicating to empower yourself and the person with whom you are dealing."

A panel discussion on factors affect-



A three-day meeting was held at FAA's Center for Management Development in Palm Coast, FL, to cap off training for the WEL class for fiscal year 1990. Class members graduate at the end of this month.

ing advancement was part of the seminar. Panel members were Larry Andriesen, ANM-2; Kay Frances Dolan, APN-1; Ann Rosenwald, AHD-1; and Jacqueline Smith, AGL-2.

Panel members for another discussion, which focused on styles of management, were Joan Bauerlein, AIA-1;

Dorothy Berry, AHR-2; Carolyn Blum, ALG-1; and Ray Salazar, CMD manager.

WEL participants for fiscal year 1991 will attend a similar meeting, now in the planning stages.

Northwest Hearing. The NTSB will hold a public hearing on March 18 focusing on the runway collision between two Northwest Airlines jets at Detroit Metropolitan Airport last year.

The NTSB hearing is scheduled for the Westin Hotel, Renaissance Center, downtown Detroit.

On December 3, a Northwest 727 and a Northwest DC-9 collided on a runway killing a flight attendant and seven passengers aboard the DC-9.

There were no injuries to people aboard the 727.

The 727 was taking off, and the DC-9 had taxied onto the runway just before the collision.

NTSB member Jim Burnett will chair the board of inquiry.

Flightcrew Blamed. Inadequate flightcrew coordination and improper procedures led to the crash last year of a 737 near Unalakleet, AK, the NTSB said.

All four crewmembers of the Mar-kair flight survived when the plane crashed seven-and-a-half miles short of the Unalakleet runway on June 2.

The aircraft was to have picked up a payload of passengers for a return flight to Anchorage.

The NTSB determined that the probable causes of the accident were deficiencies in flightcrew coordination, their failure to prepare adequately for and properly execute the nonprecision approach and their subsequent premature descent.

Diversity *from page 1*

celebration to draw attention to past wrongs or current problems, but we're not there yet. I think we have a long way to go, and we certainly can't forget that."

Busey saluted the nation's historically black colleges and universities and the "significant role" they play in producing "outstanding young men and women" for the nation.

"The country will continue to look to these colleges as a source of tomorrow's quality leaders and workers, and the FAA will continue to support these institutions and indeed to make even greater use of them in the future," he emphasized.

'Chips' and Opportunities

Some black and minority youths have "chips" on their shoulders and shun educational opportunities. That's a shame, says Therman Evans because African-Americans have died for the legal right to an education.

Find out more of what Evans said in the next Intercom.

He was the keynote speaker during a February 19 Headquarters Black History Month event.

Striving for a 'World Class' Organization

ASD's 'Best of the Best' Awards

Recognizing people for their successes and accomplishments is a key to making the System Engineering and Development organization, ASD, a "world class" operation.



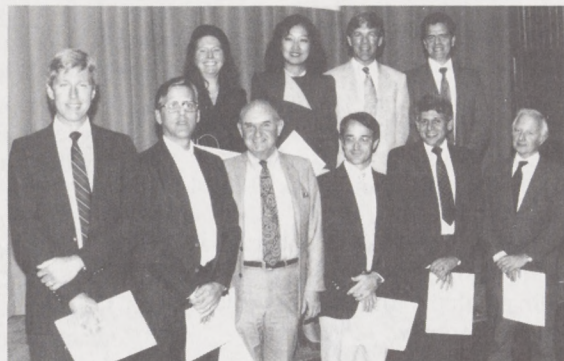
Marty Pozesky

That's the belief of Marty Pozesky, ASD's Associate Administrator who recently heaped praise and awards on ASD employees in the first annual awards ceremony.

Pozesky expressed his gratitude and congratulations to fellow workers for their "dedication and loyalty."

The FAA auditorium was filled to capacity for the awards program. Nominations, which had been submitted by peers, were reviewed and award recipients selected by a special peer review panel.

continued on next page



Nominees for the Outstanding Innovator Award.

Outstanding Leadership Award
Jim Stemple, APM

Outstanding Innovator Award
Hugh McLaurin, ARD

Team Achievement Award
Capital Investment Plan Team

Herb Bachner, AAF Joe Rand, AAF
Ron Coffey, ASD Harvey Safer, ACT
Gene Jensen, ASD Mel Schuette, AAT

Volunteer & Community Service Award
Brenda Hoban, ASE

Equal Employment Opportunity Excellence Award
Joe DeMeo, ASE

Human Relations Achievement Award
Sharon Pierson, ASD

Secretarial Accomplishments Award
Theresa Bonk, ASD

Administrative Excellence Award
Linda Springer, ASE

Technical Support Award
Gene Jensen, ASE

Technical Publication Award
Clyde Miller, ARD

Distinguished Service Award
Carol Tucker, ARD



Nominees for the Secretarial Accomplishments Award.



Carol Tucker



Marty Pozesky congratulates recipients of the Team Achievement Award.



Brenda Hoban, photo to the left, receives Volunteer & Community Service Award from Marty Pozesky.

Special Associate Administrator Awards

Sharon Black, ASD
Seymour Everett, ASE
David Ford, ARD
Herb Goldstein, AOR
Joan Harris, APM

Yong Keun Cha, AOR
Jim Link, AFE
Jack Loewenstein, ASE
Walt Mitchell, ATR
Ron Morgan, ATR

Vernell Neal, APM
John Nigro, APM
Kathy Rizzardl, AXD
Jay Rupp, ASE
Jack Haneklau and Jennifer Koshar
Martin Marietta Corporation

Building Update

HQ Library To Host 'Open House' on March 8

To show off its new "branch," the library staff invites building occupants to an open house on *Friday, March 8*, from 10 a.m. to noon at its B-level garage location.

The library at FAA Headquarters is open for business in three places in the building with the following schedule:

Technical Library

Room 930

9 a.m. to 4 p.m.

Technical Library

B-Level Garage

9:30 a.m. to 3 p.m.

Law Library

Room 925

9 a.m. to 4 p.m.

Flightplan

Career fair. The Federal Women's Program Committee (FWPC) sponsors its second annual career development fair on *Tuesday, March 19*, in conference rooms 5AB&C from 11 a.m. to 2 p.m.

Some 16 different programs and organizations from the FAA and outside organizations will set up booths for FAA employees to visit.

Contact Marcia Adams, x73488, or Gloria Brown, x73482, for more information about the fair.

Monthly meeting. The next monthly meeting of the FWPC is *Wednesday, March 6*, at 11 a.m. in the Office of Civil Rights conference room.

Clerical tests. The Office of Personnel Management's clerical test is no longer administered in the FAA Headquarters building.

The new test site is the Nassif building, 400 Seventh Street, SW, northeast entrance near the credit union.

The test is given *every Thursday* (except holidays) at 9:30 a.m. Applicants must sign the register located at the guard's station in the Nassif building 15 minutes prior to the test and remain in the lobby area until the ex-

aminer escorts them to the test room. For additional information, contact the Central Employment Information Office at x69391.

Coalition meetings. The National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled its monthly meetings on *Tuesday, March 5*, from 12 noon to 1 p.m.

Monthly meetings are also scheduled on the following *Tuesdays: April 2* (room 5ABC), *May 7* (room 9ABC) and *June 4* (room 5ABC).

Contact Marcia Adams, x73488, for additional information.

'Diversity Summit.' Some 500 top DOT and FAA managers and executives from across the country will meet in Washington on *Monday, March 25*, to talk about cultural diversity in the DOT work force.

Billed as a "Diversity Summit," the day-long event will be kicked off by DOT Secretary Sam Skinner and held at Lowes L'Enfant Plaza Hotel.

ASD Awards *from page 3*

All nominees were presented a certificate by Pozesky, and recipients for each category received a special token in honor of their hard work.

Following the ceremony, a reception was held for all ASD employees.

Many of these ASD recipients went on to receive an additional honor during a later awards ceremony by ASD's parent organization - the Office of the Executive Director for System Development, AXD-1.

The AXD award recipients were highlighted in the February 12 issue of *Intercom*.

Headquarters

Intercom

March 5, 1991

No. 91-9

*Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521*

Feedback

Wednesday deadline. *Intercom* is published weekly.

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

Job hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause injury or property damage.

Report all on-the-job hazards immediately by calling the PRIDE line, x77433.

Missing something? Did you know that items lost in the building can be retrieved if they have been turned in to the building's management?

If you recently lost something, call *Nat Mosby* in the DOT Nassif Building, x64683.

Mosby's office keeps a list of lost items and holds them for 30 days. After that, they are turned over to the General Services Administration for disposal.

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.

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.

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.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

A Popular Guy

Bill Handel, Deputy Eastern Regional Administrator, signs an autograph for a P.S. 38 student in Rosedale, Queens, NY, at a recent sound-proofing dedication ceremony. Find out more on page 6.



'Planting a Seed of Inspiration'

28 FAAers Honored with Administrator's Awards for Excellence in Equal Employment Opportunity

Turning the spotlight on FAAers from across the nation, Administrator James Busey lauded them for their Equal Employment Opportunity accomplishments.

He called them an inspiration to the entire agency.

Busey handed out "FAA Administrator's Awards for Excellence in Equal Employment Opportunity" laurels at a 14th annual ceremony at FAA Headquarters on February 25.

The 28 recipients were culled by a special selection panel from 75 nominations -- the largest number of nomi-

nees in the history of the honor.

Busey told recipients and a packed auditorium, "Each of you should take

Recipients of EEO awards on pages 4 and 5.

pride in what you have accomplished.

"The FAA family is certainly proud of you, and I know your families and friends are, too."

turn to EEO Awards on page 4

Highlights

It's Official. Peggy Gilligan has been officially designated Chief of Staff, Office of the Administrator.

She had been acting in the position since January 1989.

The Chief of Staff, part of the Senior Executive Service, advises and assists the Administrator in providing management guidance, oversight and coordination of all activities dealing with aviation transportation policy and programs.

turn to Highlights on page 2

A Positive Attitude La Juene 'Outstanding Handicapped Employee'

A facility training instructor at Milwaukee's General Mitchell Field control tower is 1990's Outstanding Handicapped Employee of the Year.

Michael H. La Juene was selected for his outstanding record of achievement

turn to Mike La Juene on page 2

Quieter Skies Noisy Airplanes on the Way Out

The FAA has proposed regulations to phase out the older and noisiest airplanes in the United States by the year 2000 and set up procedures to review airport noise and access restrictions.

FAA Administrator James Busey said the phaseout of older "stage 2" aircraft will make it possible to "substantially reduce aviation noise."

"When the stage 2 phaseout is complete," Busey said, "the number of

turn to Quiet Skies on page 7

New Runway Rules Aircraft Can't Hold at Intersections at Night

The FAA has tightened airport runway movement procedures to improve safety.

Effective February 16, the agency amended its *Air Traffic Control Handbook* to prohibit authorizing aircraft at night to taxi onto a runway from an intersecting taxiway and hold there.

The amendment also prohibits the practice at any time when the intersection cannot be seen from the control tower because of weather or an obstruction.

"These actions are designed to carry out our commitment to improve airport safety," said FAA Administrator James Busey.

The changes are among several the FAA has been considering as a result of a review of its ground procedures begun almost two years ago.

Another result of that review is the new \$50 million national plan released

turn to Night Rule on page 6

Mike La Juene *from page 1*

as a training instructor and his relationships with others

He constantly promotes a positive attitude on behalf of the handicapped.

He was given the award by Herb McLure, Associate Administrator for Human Resource Management, at the Equal Employment Opportunity awards ceremony at Headquarters.

La Juene, who is considered outstanding in his job performance, also manages to keep highly involved in his community and voluntary service, particularly in counseling and public relations.

He exemplifies his own belief that because a person is physically challenged, it should not prevent his or her pursuit of personal goals and aspirations.

Find out more about La Juene in an upcoming issue of FAAWorld.

The FAA will recommend La Juene to the Office of the Secretary for consideration as the DOT nominee for the Presidential Award Program for Outstanding Federal Employees with Disabilities sponsored by the Office of Personnel Management.

Lita N. Arnold, an industrial hygienist at the Civil Aeromedical Institute, received the honorable mention award for 1990.

Arnold's work can take her to any FAA facility in the agency in response to emergencies such as chemical spills, exposure to asbestos or air quality. Her professional achievements consistently provide an example for co-workers.

Finalists who received certificates of recognition are:

Gwendolyn J. Belmont

Mike Monroney Aeronautical Center

Sterling Foxworth

FAA Technical Center

Richard Kirk

Mike Monroney Aeronautical Center

Dawn L. Puehler

*Grand Rapids Flight District Office
Great Lakes Region*

Martin M. Swofford

Mike Monroney Aeronautical Center

DC-3 Airshow Schedule

FAA's vintage DC-3 is a favorite at airshows across the country.

*Want to get a glimpse of the plane?
Check out these dates and locations.*

Sun N' Fun

Lakeland, FL

April 7-13

Shreveport Downtown

Airshow

Shreveport, LA

April 27

Barksdale Air Force Base

Barksdale, LA

April 28

Wilkes Barre/Scranton

Armed Forces Airshow

Wilkes Barre, PA

June 22-23

Arlington 1991 Northwest

EAA Fly In

Arlington, WA

July 10-14

EAA Fly In

Oshkosh, WI

July 26-August 1

Otis Air National Guard

Falmouth, MA

August 10-11

Iowa Aviation Month

Expo/Airshow

Iowa City, IS

August 25

Reno Air Race/Airshow

Reno, NV

September 12-15

Headquarters

Intercom

March 12, 1991

No. 91-10

Published weekly by

The Federal Aviation Administration

Office of Public Affairs, APA-300

800 Independence Avenue, SW

Washington, DC 20591

(202) 267-8521

Highlights *from page 1*

Gilligan has been the primary point of contact for the Office of the Secretary and between the Administrator and the Administrator's Management Team.

She supervises the Executive Secretariat, the Administrator's Hotline staff and the AOA-1 staff and promotes, supports and participates in the agency's Equal Employment Opportunity Action Plan.

Gilligan's previous FAA jobs include acting special counsel to the Administrator, September 1988-January 1989; special assistant to the Chief Counsel, starting in October 1987; and general attorney in the Office of the Eastern Regional Counsel, January 1980 to October 1987.

Before coming to the FAA, Gilligan worked in a private law practice.

She received a B.A. degree from Manhattanville College in Purchase, NY, in 1975 and a J.D. degree from Boston University School of Law in 1979.

She is a member of the New York State Bar and has training in federal employment law and environmental law.

'Out of the Clouds.' The aviation industry, buffeted by recession, high debt, labor unrest, unstable fuel prices and war anxiety, will "come out of the clouds" and retain its reputation as a growth industry.

That was the prediction of top FAA officials at the agency's annual Aviation Forecast Conference on February 22.

Despite a \$2 billion airline loss last year, FAA Administrator James Busey believes "the worst may be behind us."

"Several economic forecasting services -- not just our friends at the Office of Management and Budget -- now foresee only a brief and shallow recession, followed by a strong period of economic recovery beginning the middle of this calendar year, if not sooner," Busey said.

"As the economy regains its strength, passenger demand -- both business and pleasure -- will again grow, and the

financial well-being of the entire industry will improve markedly."

But he cautioned, "until we are totally out of the woods - until the recession is over, until the price and availability of oil clearly stabilizes, and until airlines bring under control their debt and high labor costs - tough times may continue for portions of our industry."

Wednesday Deadline. *Intercom* is published weekly.

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

Safety First. The FAA is continuing its stepped up airline maintenance surveillance activities all across the country to make sure there is "absolutely no deterioration of safety at any airline" for as long as difficult economic times continue.

That's the strong message FAA Administrator James Busey sent to aviation industry and government representatives attending the FAA's annual Aviation Forecast Conference in Washington, DC, last month.

"In times of real economic distress," Busey said, "it may be tempting for some airlines not to keep their fleets in top mechanical shape - a myopic approach to airline viability and an approach that I firmly believe most airlines do not condone or accept.

"Fortunately, most airlines and the FAA recognize that safe operations are the key to financial success and must be our number one concern," he said.

"Nothing comes ahead of safety either here in the FAA or in the board rooms of the airlines.

"I want the airlines to know that we're going to work with them to monitor maintenance and other aspects of airline operations that could affect safety," Busey emphasized.

Airway Science Award. The search is on to find a recipient of the 1991 FAA Airway Science (AWS) Contributor of the Year Award.

Any FAAer, regardless of official position description, who has made a contribution to recruiting AWS graduates from the FAA-recognized AWS institutions is eligible.

\$95 Million Facility

New TRACON on Tap for Chicago Metro Area

The FAA plans to build a \$95 million terminal radar control (TRACON) facility to handle air traffic in the Chicago metropolitan area.

The facility to be built on a 15-acre site in Elgin, IL, will replace the existing TRACON now situated beneath the airport traffic control tower at Chicago-O'Hare International.

"This project is an integral part of FAA's effort to increase the efficiency of the air traffic system in the Chicago area, to reduce delays and to maintain the high level of safety enjoyed by the millions of travelers who pass through O'Hare and Midway each year," said Ed Phillips, Great Lakes Regional Administrator.

O'Hare TRACON controllers are responsible for managing air traffic within 40 or 50 miles of O'Hare, including all commercial and general aviation flights.

In addition, they handle flights to and from satellite airports, including Chicago-Midway, Dupage, Waukegan, Palwaukee, Meigs and Glenview Naval Air Station.

The new TRACON will be a two-level, 108,860-square-foot building made of brick and precast concrete.

It will be situated in a light industrial park about 25 miles west of O'Hare. Current plans call for construction to begin in early 1993.

Installation of radar and other electronic equipment is scheduled to be completed in the fall of 1995, with commissioning of the facility expected in the spring of 1996.

June 15 is the deadline for nominations to be submitted on forms available from Debbie Hensley, room 514, x73879, at Headquarters or human resource management divisions in regions and centers.

All information is to appear on the nomination form - front and back. Send the nominations to:

Robert Mock, chair
UAA Awards Committee
Airway Science Program
Metropolitan State College
PO Box 173362
Denver, CO 80217-3362

A copy should be sent to Hensley, AHR-140, at Headquarters or the servicing HRM division.

The selection will be based on the nominee's contact with AWS institutions, students and graduates regarding employment; his or her involvement in innovative programs and efforts to attract and hire AWS graduates; the number of hires stemming from the nominee's efforts; and the nominee's commitment to assist the AWS program through such activities as lecturing and field trips.

The AWS program, which began in 1982, provides a path through education for those seeking careers in aviation.

It aims to attract college graduates having aviation-specific skills and knowledge to FAA employment.

Today the program includes more than 40 schools that are AWS recognized institutions.

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

Airport Grants. The FAA has approved \$154.4 million in allocations under the Airport Improvement Program (AIP) during the first quarter of the 1991 fiscal year.

The money went for 185 planning and development projects in 35 states.

Some \$98.9 million went for 51 projects at primary airports.

The largest single approval was a letter of intent for \$18.1 million for capacity improvements at Orlando International Airport.

continued on page 6

EEO Award Recipients *continued from page 1*

Busey emphasized that by "turning the public spotlight" on the recipients' accomplishments, "we can plant a seed of inspiration for others."

"I know there are many FAAers in this auditorium, here in Headquarters and out there in regional offices and field facilities who strongly support the goals of the EEO program, but they may not know how to carry out their convictions and are looking for someone to lead the way for them."

By hearing about what the recipients have done, other FAAers "might be

***'Diversity has helped
make America great,
and I truly believe
it also will help
make the FAA -- an already
outstanding agency --
an even better one.'***

James Busey
FAA Administrator

inspired to go out and do likewise," Busey said.

The FAA Administrator emphasized that he was deeply involved in the awards program.

"As the awards panel began its review of this year's nominations, I dropped in to let the members know what I expected of them," Busey told the audience.

"I gave them challenges, leeway and access to records. I also reviewed the nominations they sent me and gave them my personal stamp of approval."

Just before Busey presented the awards, he also zeroed in on several issues.

Here's more of what Busey said:

→ **Not Just Statistics.** "What we tend to forget is that ultimately what we are dealing with are not programs or statistics, but people -- friends, neighbors, colleagues, co-workers -- people like all of us here in this room."

→ **Long Way To Go.** The number of women in FAA stands at 22%, far

below the civilian labor force figures of 43%.

Minorities make up 15% of the FAA population compared to an 18.4% minority representation in the civilian sector.

→ **Solid Progress.** The FAA has made solid progress since his presentation of last year's EEO awards, Busey said.

There has been a half-percent gain for minorities and approximately a 1% increase for women.

"This may not sound like much," Busey said, "but compared to the record of the previous five to 10 years, it is pretty significant in my judgment."

→ **Not Out in the Cold.** Talking directly to those in the FAA who are not women and minorities and who may feel they are being left out in "all this talk of shifting demographics and special emphasis on women and minorities," Busey emphasized that the FAA's "whole effort is not about denying opportunities for anyone. It is about providing opportunities for those who historically have been denied them."

"It is about creating a level playing field, not about rigging the outcome of the game or giving one group an unfair advantage over the other."

→ **Discrimination.** "Until we level the playing field, this is tantamount to accepting the status quo and endorsing de facto discrimination. That's not what you want, and that's not what I want," the FAA Administrator said.

→ **Job Standards.** FAA's performance standards for equal employment opportunity are now unequivocal.

Managers and supervisors now know precisely what is expected of them, and they know too that equal employment opportunity is just as critical as the technical aspects of their jobs.

"As performance evaluation time rolls around, they are beginning to find out that they can no longer get by with lip service and vague wishes," Busey said.

→ **Togetherness.** The FAA has fostered closer working relationships between Civil Rights offices and Human Resource Management offices in Head-

'Planting a Seed'

14th Annual Administration for Excellence in Equal Employment

Recipients of Superior Achievement

Juan S. Amador
Employee Development Specialist
Western-Pacific Region

Arnold Aquilano
Associate Administrator for Airway Facilities
Washington Headquarters

Ronald Bagley
Air Traffic Control Specialist
Eastern Region

Louis J. Bona
Service Director
FAA Technical Center

Alfredia G. Brooks
Management Analyst
Washington Headquarters

Hannah L. Dixon
Computer Specialist
FAA Technical Center

Henry (Hank) A. Ellas
Air Traffic Control Specialist
Alaskan Region

Lamon Grier, Jr.
Operations Program Manager
Washington Headquarters

Hays V. Hettinger
Assistant Chief Counsel
Southwest Region

Frederick M. Isaac
Regional Administrator
Northwest Mountain Region

Luther McClellan
Advanced Automation Systems Branch Manager
FAA Technical Center

Herbert R. McLure
Associate Administrator for Human Resource
Management
Washington Headquarters

Christine Maffei-Greco
Employee Development Specialist
FAA Technical Center

Douglas R. Murphy
FAA Academy Assistant Superintendent
Mike Monroney Aeronautical Center

ed of Inspiration'

Administrator's Awards

Equal Employment Opportunity

Superior Achievement Awards

Ruth Del Rio Myers

Air Traffic Control Specialist
Great Lakes Region

Rhonda S. Peugh

Management Analyst
Mike Monroney Aeronautical Center

B. Keith Potts

Assistant Administrator for Aviation Safety
Washington Headquarters

Michael J. Powderly

Facility Operations Branch Manager
Southern Region

Wille Price

Air Traffic Control Specialist
Southwest Region

Wanda K. Reyna

Policy Staffing Division Manager
Washington Headquarters

Hubert L. Reynolds

Supply Systems Manager
Great Lakes Region

Bennie (Ben) W. Ridgeway

Acquisition Division Manager
Mike Monroney Aeronautical Center

Fanny Rivera

Human Resource Management Division Manager
Washington Headquarters

Nancy B. Shelton

Air Traffic Control Specialist
Southwest Region

John B. Tompkins

Airway Facilities Sector Manager
Western-Pacific Region

Gregory S. Walden

Former Chief Counsel
Washington Headquarters

Leonard R. Wheeler

Aviation Safety Inspector
Northwest Mountain Region

Alice A. Wong

Engineering Specialties Division Manager
Washington Headquarters

quarters and at the regional level, Busey said.

"The roles and responsibilities of each group have been clarified, and strategies for supporting FAA's affirmative action goals have been developed and are being put into action."

→ **Agency's Goal.** "Let us keep in mind as we talk about statistics and percentages, our goal is not to satisfy bean counters across the street at DOT, or across town at the Office of Personnel Management," Busey said.

"I am not devoting my energies to this effort just to make the FAA look statistically tidy.

"Besides striving for basic fairness," Busey said, FAA's goal is to prepare the agency "to deal with the diversity in the work force projected for the year 2000.

"Then, minorities and women are projected to assume a substantially larger percentage of the work force."

→ **More Hispanics.** "A striking example of this demographic shift already taking place is indicated in the

1990 census, which shows that the Hispanic population has grown by 40% during the past decade," Busey said.

That's the fastest growing minority group, but substantial increases are also forecast for other minority groups and women.

→ **Best and Brightest.** "FAA will be competing for the best and the brightest among this population, and it will be too late to start trying to catch up in the year 2000," Busey said.

"It is our job, starting right now, to aggressively recruit, hire and train minorities and women.

"That's simply a recognition of a fact and an intelligent response to an emerging reality. In fact, the continued preeminence of the United States and FAA in world aviation hinges on how well we do in this regard," he stressed.

Photos of the recipients of the "FAA Administrator's Awards for Excellence in Equal Employment Opportunity" will appear in an upcoming issue of FAA World.

People Helping People

Human Stories Behind the Plaques

Wood and metal don't tell the whole story.

Behind the plaques and citations of recipients of the "FAA Administrator's Awards for Excellence in Equal Employment Opportunity" are stories of hard work and dedication.

"These are human stories of people helping people," Administrator James Busey said.

"And they are the kind of stories we will need in greater abundance if we are to reach the goal that I have established for this agency."

He highlighted the dedicated work of the 28 FAAers who were recognized with the annual award.

They included, Busey said, FAAers who:

→ Spent evenings away from families to give tests or afternoons of free time at local colleges to recruit women and minorities for FAA careers.

→ Could have begged off with an excuse that they were too busy to get involved with recruitment, but found time – often free time outside their normal working hours – to seek out sources for recruiting women and minorities.

→ Made it their personal cause to seek out and hire the handicapped because they wanted to provide these disabled persons with a chance to support themselves and look forward to the future with hope.

→ Created training agreements and career tracks for promising women and minorities on their staff when they could have gotten away with business as usual by filling those vacancies at the journeyman level.

Quieter Schools

Soundproofing Pays off with Learning Dividends

Jet noise constantly used to interrupt classes at the John Marshall School in Elizabeth, NJ, and P.S. 38 in Rosedale, NY.

Now the roar has been vastly reduced thanks to the soundproofing efforts of the FAA and the Port Authority of New York and New Jersey.

To celebrate the improved learning environment, Eastern Regional Administrator Dan Peterson recently attended a dedication ceremony at the Elizabeth school while Eastern Deputy Regional Administrator Bill Handel represented FAA at the Rosedale school celebration.

Both schools are part of a joint FAA/Port Authority soundproofing program for schools in the vicinity of Newark, Kennedy and LaGuardia airports.

Dan Peterson, Eastern Regional Administrator, left, and New York and New Jersey Port Authority officials recently toured the John Marshall School in Elizabeth, NJ, to find out firsthand the effects of soundproofing.



Since the program began in 1983, 20 of the 30 participating schools have had work completed. Soundproofing at the other 10 schools is progressing.

The FAA contributes up to 80% of the funding under the Airport Improvement Program. The Port Authority administers the program and covers the remaining cost.

In his remarks at the dedication ceremony, Peterson commended the Port Authority "for their level of commitment to noise relief."

Acoustical renovations at the John Marshall School—the installation of a new mechanical ventilation system and soundproof windows and doors—cost \$860,000. At the Rosedale school, which is about two miles from Kennedy International, acoustical renovations cost \$842,000.

"We believe these grants give an indication of aviation's desire to be a good neighbor," Handel said.

"More importantly, they highlight the fact that we are doing what we can to help the graduates of this school and others like it to become our skilled and professional work force of the future," he said.

Rosedale students were impressed with Handel's credentials when a New York City official told them, "This man works for the President of the United States." One student sprang to her feet and asked for his autograph. The flattered Deputy Regional Administrator gladly jotted his signature on a piece of paper.

Actual measurements of noise before and after noise-reducing work show that noise levels were reduced by 60 to 65%.

In addition to reduced noise, benefits include lower heating bills and improved building appearance.

Thanks to Diane Spitaliere, Eastern Region Intercom editor, for this report.

Night Rule *from page 1*

in early February calling for better runway markings and the use of the latest in high-technology guidance to flightcrews.

The amendment to the controllers' handbook reads in part:

Between sunset and sunrise, "do not authorize aircraft to taxi into position and hold at an intersection.

"Additionally, do not authorize an aircraft to taxi into position and hold at any time when the intersection is not visible from the tower."

In an explanatory statement accompanying the amendment, the agency told controllers that "the increasing mix of traffic at airports requires changes which meet high levels of safety while accommodating the demands placed on the national airspace system."

Highlights *from page 3*

A letter of intent indicates the government's intent to provide future discretionary and/or entitlement funds for major capacity projects that require a significant investment.

Another \$29.4 million was allocated for 70 projects at general aviation airports, and \$17.8 million was approved for 29 projects at reliever airports helping keep traffic away from busier primary airports.

Smaller commercial service airports received allocations of \$6.1 million for 14 projects. Airports in this category generate at least 2,500 passenger departures a year.

Also approved were 21 airport system plan studies totaling \$2 million.

Travel Advisories. Planning a flight to a foreign country?

It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

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.

Quiet Skies *from page 1*

persons residing in areas affected by aviation noise will be reduced significantly."

Here's the proposed phaseout schedule:

→ Reduce the noisiest remaining aircraft 25% by the end of 1994.

→ Reduce them 50% by the end of 1996.

→ Reduce them 75% by the end of 1998.

The proposal is intended to establish a national standard ensuring a steady decline in aviation noise in the next decade, while providing sufficient flexibility for continued growth of the national airway system.

Stage 2 aircraft include the Boeing 727, 737-100 and 200, 747-100 and some 200s and the McDonnell Douglas DC-9 and some DC-10s.

These aircraft would be replaced by quieter "stage 3" aircraft, fitted with quieter engines, or with special noise reduction equipment called "hushkits."

A November 1990 law calls for a national aviation noise policy, including the phaseout of stage 2 turbojet airplane operations.

The mandate to develop a noise policy, which is being proposed separately, and several related provisions are considered by DOT Secretary Sam Skinner to be "...the most significant piece of aviation legislation since deregulation."

The number of people living in areas of significant noise around airports peaked just above seven million in the late 1970s when the phaseout of the noisiest stage 1 airplanes began.

The elimination in 1985 of stage 1 aircraft cut that number in half.

The phaseout of stage 2 aircraft is expected to reduce that number to less than half a million by 2000.

A public hearing on the proposed rules was held in Alexandria, VA, on March 5 and 6.

Others are scheduled in Chicago on March 11 and 12 and in Seattle on March 14 and 15.

Congress has given the FAA a July 1, 1991, deadline to establish both programs.

'A Product Second to None' *Recruitment, Research Opportunities Twin Goals of Historically Black Colleges and Universities*



Dr. Hytche

"I believe in you," Dr. William P. Hytche, chancellor of the University of Maryland at Eastern Shore, told a group of FAA managers and employees during a recent Black History Month program as he asked for their backing of America's historically black colleges and universities (HBCUs).

Relating that the FAA is among the federal agencies that lead in the support of HBCUs, Hytche described the history, functions and accomplishments of the schools.

During colonial times, it was a crime to teach slaves to write or to use them as scribes, and the fine for disobeying that law was high. Therefore, the four million former slaves freed after the Civil War were mostly illiterate and unprepared to function in an increasingly complex society.

Historically black colleges and universities developed from an 1890 act, which followed an earlier act directed at educating whites and created land-grant colleges for blacks.

"Why HBCUs?" Hytche asked the audience.

"If demographics are correct," he said, in ten or fifteen years minorities will be a very large part of the work force, and "if America didn't have these HBCUs, the government would have somebody in the back room trying to invent them."

These colleges and universities provide students with an education second to none, enforce the "positive pluralism" of American higher education, give students good role models and discover and preserve black cultural history.

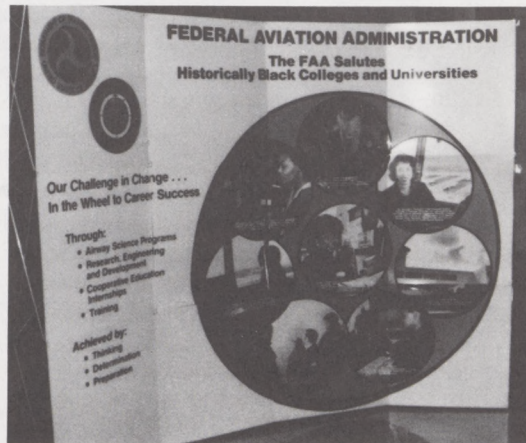
They have given our country "sterling talent," a black middle class and leaders who have made it better for all of us. Every 10 years they will provide America with over 300,000 college graduates who know how to achieve. They have the most diverse student body anywhere.

The University of Maryland at Eastern Shore, for instance, awarded the only Ph.D. degree in marine science to a black female. She had over 50 job offers but accepted the one from her alma mater.

"We can provide you with a product second to none," he said, and HBCUs are ready for FAA recruiters.

They are worthy with their high academic standards and their ability to motivate students to achieve.

They are "qualified to do important research if just given the opportunity," he said.



Headquarters exhibit salutes black educational institutions.

Healthbeat

Diabetes screening. Sign up at the FAA clinic, room 327, for a free diabetes screening.

Screenings are available to all FAA and NTSB employees during March.

Fasting is required for eight hours before blood sugar is measured with a fingerstick blood sample.

The results are ready in three minutes.

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

Sign up for an appointment on the appointment sheet in the clinic and pick up a registration form, which should be completed and turned in when reporting for the diabetes screening.

Diabetes alert. FAA's Health Awareness Promotion Program is observing American Diabetes Alert during March.

More than 11 million people in the United States have diabetes, but almost half don't know they have the chronic disease.

People with diabetes do not produce or properly use insulin, a hormone that converts sugar, starches and other food into energy needed for daily life.

Diabetes often leads to serious complications such as heart disease, kidney disease, blindness, nerve damage and circulatory problems.

Although there is no cure, progress has been made in treatment of the disease.

Literature is available in the clinic.

Flightplan

Career fair. The Federal Women's Program Committee (FWPC) sponsors its second annual career development fair on *Tuesday, March 19*, in conference rooms 5AB&C from 11 a.m. to 2 p.m.

Some 16 different programs and organizations from the FAA and outside organizations will set up booths for FAA employees to visit. Contact Marcia Adams, x73488, or Gloria

Building Update

Glass, Aluminum Can and Newspaper Recycling Kicks Off on March 15



A new recycling program for glass bottles, aluminum cans and newspapers begins at FAA Headquarters on March 15.

The containers – in groups of threes for glass, cans and newspapers only – will be in the cafeteria, snack bar, near elevators on each floor and adjacent to refreshment machines.

The receptacles will be checked daily and emptied when necessary, according to the Headquarters Building Management Division, ALG-500.

Garage repairs. Garage repairs, begun last fall, are scheduled to be completed March 15.

The improvement project includes resurfacing the entire A-level parking area; repair and replacement of ceiling light fixtures on both A and B levels; pressure washing and painting of columns, walls and ceilings; and striping of parking areas.

As an energy saving measure, motion sensors that turn on lights will also be installed in the A-level garage.

Those who held A-level parking passes and are parking outside because of garage repairs may resume parking in the A level immediately.

They must turn in their Colonial Parking keycard to Mary Mattingly, room 435, by March 15.

Remaining employees currently parking outside the building will be contacted by ALG-500.

Any questions? Call Rosa Flores, x78846, or Mary Mattingly, x78855.

One-way on A level. A new one-way traffic pattern went into effect on March 11 for the A-level garage.

Now, all vehicles are to enter the garage by the south ramp (C Street side of the building) and exit by the north ramp (Independence Avenue side of the building) at all times, except during security hours and on weekends.

Drivers will not be able to exit the garage from the south ramp.

On the move. The Facility Management Branch, ALG-520, a part of the Headquarters Building Management Division, has moved to room 115 on the first floor next to the fitness center.

The relocated services include personal property management (property passes, G-cars, claims and disposal and repair of equipment).

Other building maintenance services of the branch (for conference room scheduling, movers, maintenance service calls, etc.) will stay in the same first-floor location.

The new branch manager is Rosa Flores. All telephone numbers remain the same.

Brown, x73482, for more information about the fair.

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.

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Spotlight on Diversity

The FAA Headquarters celebration of Black History Month was highlighted by speeches, seminars and entertainment. Here are a few glimpses of the February events. They included everything from dishing out ethnic delicacies to listening to a Navy jazz combo and high-energy drum beats. FAAer Vanessa Dixon had a chance to read one of the many pieces of literature available.



Boosting Capacity

FAA, Industry Design Team Zeroes in on Orlando

A special team made up of the FAA, Greater Orlando Aviation Authority, Air Transport Association and carriers serving the Florida airport recently recommended major changes at the airport.

The Orlando Airport Capacity Design Study Team report says the following should be done:

- ➔ Construct a fourth parallel air carrier runway and taxiway system.
- ➔ Construct a north crossfield taxiway between the east and west airfield complexes.

turn to Orlando Airport on page 3

Fighting Terrorism

40 Nations Ink Bomb Pact

The United States and 39 other nations signed a treaty on March 1 to help thwart airborne terrorism by making it easier to detect plastic explosives in airports around the world.

The pact will require manufacturers in participating countries to add a chemical compound to plastic explosives that will trigger warning signals on commercially available vapor detectors.

All the major manufacturing countries, including the Soviet Union, Britain, France, Germany and Czechoslovakia signed the agreement at the Montreal headquarters of the International Civil Aviation Organization.

Thirty-five other nations signed a document saying their governments intended to add their formal approval.

Nations not represented at the conference that led to the pact included Iraq, Yemen and Libya.

Highlights

A First. Frances Mulkey is the new air traffic manager at Washington Dulles International Airport - the first woman to head up the control tower.

She took over the post following a 15-year air traffic career in the Southwest Region.

Mulkey joined the FAA in 1975 as an air traffic control specialist in Lubbock, TX. Later she worked at towers in Amarillo and Midland and became

turn to Highlights on page 2



Frances Mulkey

Highlights *from page 1*

assistant air traffic manager at Little Rock in 1985.

Before taking the Dulles job, Mulkey was an operations specialist responsible for Southwest regional office support for 12 terminals in the Dallas/Ft. Worth and Oklahoma City hubs.

During her three years at the Southwest Regional office, Mulkey was responsible for labor-management relations with the National Air Traffic Controllers Association.

She was involved with numerous FAA career and employee initiatives including the Employee Assistance Program, alternative work schedules, substance abuse program and employee development, recognition and performance programs.

She is a member of the Professional Women Controllers, Federal Women's Program and Federal Managers Association.

She received a bachelor's degree in education from the University of Texas and taught school for five years before joining the FAA.

Soviet 99. A Soviet Aeroflot pilot is now a member of the Alaska chapter of the Ninety-Nines, a women's aviation group.

Natalyi Vinokurova, who currently pilots a TU-154 on the Murmansk to Anchorage run, was offered membership through a 99 from California who visited the Soviet Union last year with the Women Airforce Service Pilots (WASP).

Vinokurova learned to fly when she was 18 in a Yak-18, a trainer that was also used as an air taxi by Aeroflot in the early 1970s.

Better Security. DOT Secretary Sam Skinner has announced that a recent review of Jorge Chavez International Airport in Lima, Peru, shows that it maintains and administers effective security measures.

An FAA team visited the airport in late January.

Last December, Skinner said the airport was not maintaining effective security measures and required U.S.

and foreign carriers to inform passengers buying tickets of a security risk.

Now with the security improvements, that requirement has been dropped.

Wednesday Deadline. *Intercom* is published weekly.

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

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.

NJ Flight Patterns. The FAA is holding three public meetings this month to get public comments on aircraft flight pattern changes over the New Jersey area.

Comments collected will help the FAA identify the range of actions, alternatives and impacts to be included in defining the scope of an environmental impact statement.

Revised flight patterns began four years ago as part of a major revision of air traffic patterns along the east coast.

Known as the Expanded East Coast Plan, flight patterns and procedure changes were intended to make better and safer use of the complex airspace in the Northeast.

Since then, concerns about aircraft noise have been expressed by people living near Newark International Airport and under some of the arrival and departure routes to Newark.

As a result, noise studies have been performed and some air traffic procedures and operations have been modi-

fied, but concerns continue to be expressed, the FAA says.

"A major focus for the FAA is to continue to explore ways of reducing aviation noise consistent with operational requirements," FAA Administrator James Busey said.

A meeting was held March 11 and 12 in Tinton Falls. Others will be on March 20 and 21 in Runnemede and March 26 and 27 in Cranford.

Kansas Expansion. The FAA is acquiring 8.5 acres of land in Olathe, KS, to expand the Kansas City Air Route Traffic Control Center.

The acquisition includes the Johnson County Health and Human Services Center, which the FAA plans to lease back to the county until the end of 1995.

The land is needed to expand the FAA facility to meet future demands.

The center will become an area control facility with the new Advanced Automation System equipment.

The center's work force, which currently numbers about 630, is expected to jump by more than 200 employees.

The expansion calls for a larger operational support wing, a power-conditioning building, an external communications system, cooling tower expansion, a child care center and more parking.

Spurring Competition. DOT's Research and Special Programs Administration (RSPA) has issued a final rule that eliminates the three-year confidentiality period for domestic market data reported to the government by U.S. air carriers.

"Making the domestic market data available immediately after it has been processed will provide valuable information to airlines for market planning, to airports for capacity planning and to aircraft manufacturers for equipment planning," RSPA Administrator Travis Dungan said.

The reporting system (T-100) provides the number of passengers and pounds of cargo transported in individual markets by flight segment.

All U.S. and foreign airlines with a capacity of more than 60 seats are

Headquarters
Intercom

March 19, 1991
No. 91-11

Pat Cariseo
Pat Tomasetti
Associate Editors

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

required to file this information with RSPA's Office of Airline Statistics.

Although domestic market data will be provided immediately, the rulemaking restates the DOT's position that international market data filed by both U.S. and foreign air carriers must continue to be kept confidential for three years.

This eliminates the concern foreign carriers had regarding the premature release of international market data.

Dungan said the rulemaking is in step with the National Transportation Policy's goal of advancing U.S. transportation competition.

Seven-Year Low. Consumers registered fewer complaints against airlines last year than in any year since 1983, the DOT said in releasing its "Air Travel Consumer Report."

Complaints reported to the DOT in 1990 reached 9,505, the lowest yearly total since the 9,066 complaints recorded in 1983 and almost 24% below 1989's total of 12,411.

The nation's 12 largest airlines also posted an on-time performance of 79.4% during 1990, an improvement over the 76.3% recorded in 1989.

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

Orlando Airport *continued from page 1*



This booklet outlines recommended changes for Orlando International Airport.

Orlando is the nation's 17th busiest airport with 294,000 aircraft operations. Without appropriate capacity improvements, delay costs would exceed \$200 million annually in the next decade.

Currently, FAA's Office of System Capacity and Requirements is sponsoring 14 design teams throughout the nation.

Final reports are expected this fiscal year at 11 airports: Salt Lake City, Seattle, Chicago, Nashville, Raleigh-Durham, Charlotte, Cincinnati, Los Angeles, Pittsburgh, Philadelphia and San Juan.

Three additional reports on San Antonio, New Orleans and Honolulu airports are expected to be published in the 1992 fiscal year. For further information contact Jim McMahon, ASC-100, on FTS 267-7425.

→ Develop and implement procedures to provide triple parallel simultaneous instrument approaches with Precision Runway Monitor (PRM).

→ Develop and construct new east and west reliever airports.

When implemented at the higher demand levels, individual recommendations are expected to save about 85,000 hours of aircraft delay annually and over \$140 million in annual direct operating expenses for the carriers and users at Orlando.

Orlando and the central Florida area are continuing to grow rapidly with the expansion of Walt Disney World, new MGM Studios and Universal Studios-Florida.

Savings Bond Update

When Your Bonds Aren't in the Mailbox

Are you expecting some U.S. savings bonds in the mail that seem overdue for delivery? If they still haven't come 30 days after their expected arrival date, it's time to contact your servicing payroll office.

Under some new procedures of the Department of the Treasury, payroll offices must wait for 30 days from the expected delivery date of undelivered U.S. savings bonds before initiating a claim. This gives enough time for the bonds to be forwarded to their owners when possible.

To initiate claims for bonds still among the missing after 30 days, the following procedures are now used:

→ When the receipt of bonds is from 31 to 120 days overdue, the payroll office completes part I of form PD 3062, "Claim for Relief on Account of Loss, Theft, or Destruction of United States Saving Bonds after Valid Issue but Prior to Receipt by Owner, Coowner or Beneficiary," and the employee completes the applicable part II, III or IV. The form is then submitted to the U.S. Postal Service's

Philadelphia Financial Center for processing.

→ If more than 120 days have passed from the bond's expected delivery date, the payroll office helps the employee complete form 3062-4, "Claim for Relief on Account of the Nonreceipt of United States Savings Bonds." It will then submit the information to the Bureau of the Public Debt for processing.

Under the new procedures all undeliverable or returned bonds for FAA employees received at the Philadelphia Financial Center are immediately sent to the Uniform Payroll Systems Branch, AAC-25. AAC-25 forwards the bonds to employees' servicing payroll offices, which will deliver them to the employees, correct address information on the payroll records and update the savings bond inscription records.

The change in procedures resulted from a review by the Bureau of the Public Debt because of the large number of undeliverable savings bonds. The changes aim to improve initial delivery and receipt, expedite nonreceipt and return processes, improve the accuracy of the inscription data and reduce the time it takes to settle claims.

Flightplan

'Phantom.' Tickets to see "Phantom of the Opera" at the Kennedy Center are available for the 8 p.m. show on *Wednesday, September 4.*

They are for box seats and are available through the DOT Employees Recreation Association on a first-come, first-served basis. The price is \$55.

For reservations, bring a check or money order made payable to DOT/ERA to the DOT/ERA store in room 2100, Nassif building, or to Bill Gosard, room 834G, FAA Headquarters building, (202) 382-6566.

The deadline for tickets is *Friday, April 5.*

Women communicators. An organization of women communicators meets weekly at FAA Headquarters.

The Federal Aviation Club of ITC meets *every Wednesday*, September through June, from 12 noon to 1 p.m. in the 9th-floor conference room.

Formerly called Toastmistresses, the name has been changed to International Training in Communication.

Need more information? Contact Sylvine Blackwell, (202) 732-2395, or Len Baker, (202) 479-6884.

Career fair. The Federal Women's Program Committee (FWPC) sponsors its second annual career development fair on *Tuesday, March 19*, in conference rooms 5AB&C from 11 a.m. to 2 p.m.

Some 16 different programs and organizations from the FAA and outside organizations will set up booths for FAA employees to visit.

Contact Marcia Adams, x73488, or Gloria Brown, x73482, for more information about the fair.

'Diversity Summit.' Some 600 top DOT and FAA managers and executives from across the country will meet in Washington on *Monday, March 25*, to talk about cultural diversity in the DOT work force.

Billed as a "Diversity Summit," the day-long event will be kicked off by DOT Secretary Sam Skinner at Lowes L'Enfant Plaza Hotel.

Weekly. *Intercom* appears weekly.

People

'Proud of my work.' "It's an incredible thrill to see changes I've helped create," says *David Teitelbaum* in a recent story about the FAAer that appeared in a University of Colorado economics magazine.

Teitelbaum is an international aviation operations analyst for civil aviation security in the Office of International Aviation.

A bimonthly publication, *The Margin*, recently profiled Teitelbaum in its "1991 Guide to Careers in Economics and Business."

"I'm proudest of my work on the prohibition against smoking rule," Teitelbaum says.

In November 1989 Congress passed a law prohibiting smoking on all domestic flights lasting less than six hours.

Before the law could be enforced, the FAA analyzed the costs and benefits and produced a rule.

Teitelbaum, who conducted the analysis, says benefits outweighed costs.

"The airlines would benefit due to less wear and tear on airplanes' ventilation systems. Also, decreased environmental smoke would produce probable, though unquantifiable, benefits to nonsmoking passengers and flight attendants."

In his analysis, Teitelbaum quoted extensively from studies on the effects of second-hand smoke, leading to his conclusion "that the benefits to the airline carriers and passengers clearly outweighed the costs."

He said airlines would incur the additional cost of keeping no-smoking signs lit or placing placards throughout the airplanes.

And they could have "potentially incurred another cost - a reduction in revenue - if consumers decided to fly foreign airlines that allowed smoking on U.S. routes.

"However, because the same no-smoking requirements had been imposed on foreign air carriers, there was no potential revenue loss for U.S. air carriers," Teitelbaum says.

Until recently Teitelbaum worked as an economist in the Office of Aviation Policy and Plans, and he has dealt with security and safety rules such as those regulating requirements for explosives detection systems at airports and the use of child safety seats on airplanes.

New faces. The Speechmasters Club 2996 of Toastmasters installed new officers for 1991. Pictured are *Jeff Norieka*, ACP-110, treasurer; *Thelma Bagley*, ALG-500, administrative vice president; *Ray Kelly*, ARD-210, educational vice president; *Elinor Rafferty*, AAM-220, president; and *Henry Felices*, ATM-612, sergeant-at-arms. Not shown is *Sharon Pierson*, AAF-20, club secretary.

Toastmasters meets the first and third Tuesdays of the month at noon in room 9C. All are welcome. Contact Thelma Bagley, x78875, for more information.





'Outside the Beltway'

McArtor's Portrait Sports Flight Jacket and O'Hare Tower, Joins 10th-Floor Gallery

Allan McArtor's official portrait has joined the 10th-floor gallery of FAA's Administrators.

The painting shows McArtor — the agency's 9th Administrator — sporting the flight jacket he wore when piloting N-1. He stands in front of the Chicago O'Hare airport tower.

McArtor and his wife Gracie unveiled the painting at a February 21 Headquarters ceremony.

turn to McArtor's Portrait on page 3

Former FAA Administrator Allan McArtor takes a look at his official portrait.

March 26, 1991



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

Moving to Diversity Special Training Sessions on Tap for FAAers

More than 90 FAA managers from across the country are scheduled to attend special two-and-a-half day seminars focusing on work force diversity.

Sponsored by the new DOT Office of Work Force Diversity, the first seminar was held in Annapolis in mid-March.

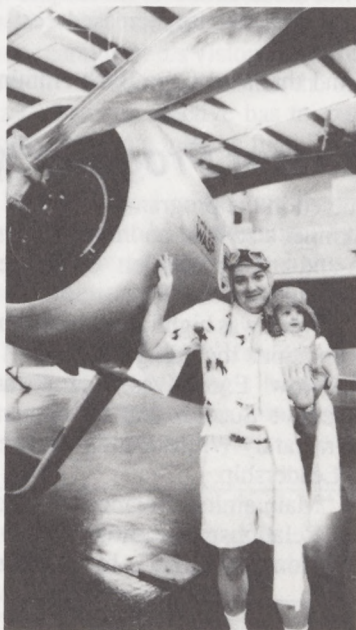
Eight more are planned through mid-September at various locations to spell out managers' roles and help them recruit, retain and manage a diverse work force.

Flying's High Price Single-Engine Plane's Operating Costs Soar 83%

The high cost of private flying is to blame for the current slump in general aviation activity, says FAA Administrator James Busey, who has committed the agency to helping find a solution.

Busey, speaking at the first annual General Aviation Forecast Conference on March 7 in Denver, CO, added that

turn to Flying on page 2



Up Close and Personal

A young tyke and his dad get up close and personal with a vintage aircraft at the Smithsonian's annual "Wings & Things" open house. This year, the event is scheduled for Saturday and Sunday, April 27 and 28, from 10 a.m. to 3 p.m. at the Paul E. Garber Facility, Suitland, MD. The National Air and Space Museum's restoration and storage facility houses more than 100 aircraft and space artifacts. For more information, call (202) 357-2700.

Recruiting Again FAA Aims To Find Future Top-Notch Executives

If you are interested in joining FAA's Senior Executive Service, the agency is once again searching for talented managers with the potential to succeed in FAA's senior executive ranks.

This top-level recruitment, called the Candidate Development Program, was instituted in 1990 by the Senior Executive Resource Staff, AHR-20.

FAAers who are accepted in the program and graduate will be certified

Candidates from last year's SES search began learning the ropes last month. See story on page 2.

by the Office of Personnel Management for three years.

They will serve as the primary pool for selection into entry-level SES positions.

The program's vacancy announcement runs from April 1 to May 24.

FAAers at the GS/GM 14 and 15 levels are eligible to apply.

Although previous supervisory experience is not mandatory, it is highly desirable and will be considered during the selection process.

The selection process is intensive
turn to SES Recruiting on page 3

Flying *continued from page 1*

a healthy general aviation industry is vital to aviation's future.

A slowdown in the growth of general aviation could eventually lead to "a reduced supply of new pilots that our commercial operators, businesses and airlines will need to serve rising demand in future years," he said.

Busey emphasized that the agency's concern for the general aviation industry is one of the reasons for holding a separate General Aviation Forecast Conference this year.

"I know we can all benefit from the advice and counsel of industry experts. We need the judgment of experienced industry leaders."

Busey said that with every year that goes by, it costs more to buy an airplane, insure it, maintain it and put fuel in it.

"Our figures show that it costs 83% more to operate a single-engine piston plane today than it did 12 years ago, and it wasn't cheap then."

Busey added that the high cost of the product liability insurance paid by the

General Aviation in 2002

Here are highlights from FAA's first-ever General Aviation Forecast Conference in Denver.

Projections are for the year 2002:

→ The fleet of active general aviation aircraft should grow slowly -- at a rate of 0.4% a year -- through 2002, but most of this increase will come from increased business use of general aviation.

→ The number of single-engine piston aircraft is expected to remain essentially the same, increasing only from 170,370 in fiscal year 1990 to 170,500 in 2002.

→ Multi-engine piston aircraft are expected to number only 24,000 in 2002, compared with 23,400 in 1990.

→ Turbine-powered aircraft are projected to increase from 10,726 in 1990 to 15,200 in 2002, with the majority of the new purchases being made by business users.

→ General aviation hours flown are expected to grow from 35.4 million in 1990 to 41.6 million in 2002, an annual increase of 1.4%.

aircraft manufacturers makes up a significant part of the increased cost of aircraft.

"And that's why the Bush Admini-

stration supports proposed legislation that would provide product liability limits for the general aviation manufacturing industry....," he said.

SES Candidate Development Program Kicks off for 23 FAAers

As the FAA announces its latest Senior Executive Service search (*See "Recruiting Again" on page 1.*), 23 candidates from last year's program are learning the ropes.

Officially called the SES Candidate Development Program, it was launched last month with an orientation in Crystal City, VA.

Deputy Administrator Barry Harris opened the session. He talked to the candidates, SES senior advisors and candidates' supervisors about his own experiences, program themes and values that will help candidates succeed.

Candidates met with top officials from the FAA and Office of the Secretary of Transportation.

FAA Administrator James Busey congratulated them on their accomplishment. They were selected from more than 360 applicants.

DOT Secretary Sam Skinner invited the candidates to his office where he congratulated them and SES managers

involved in the program.

Skinner also held an informal question-and-answer session on current DOT-wide issues.

The week was highlighted by several presentations including:

→ "How Executives Learn" and "Executive Success and Derailment" by Dr. Randy White, Center for Creative Leadership.

→ "Maintaining Balance and Personal Relationships during a Time of Professional Change" by panelists

Brooks Goldman, AAD-1, Lane Speck, ATP-1, and Joan Bauerlein, AIA-1, who are all former Candidate Development Program graduates.

→ "Strategic Thinking" by Dr. Elaine Sloan, Personnel Decisions, Inc.

→ "Valuing a Diverse Work Force" by Carmen Rivera, Applied Training International, Inc.

Candidates are finalizing individual development plans (IDPs), which will include:

→ At least one developmental work assignment outside their functional area.

→ An interagency training course.

→ FAA-sponsored training and development seminars.

→ Local university training or other courses.

Candidates are in executive development for about six months to two years.

Program graduates will serve as the primary pool for selection into FAA entry-level SES positions.

Headquarters
Intercom

March 26, 1991
No. 91-12

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

McArto's Portrait Joins 10th-Floor Gallery *continued from page 1*

Several former Administrators joined McArto, DOT Secretary Sam Skinner and Deputy DOT Secretary Elaine Chao.

FAA Administrator James Busey lauded McArto as one of the agency's "great leaders."

When McArto came to the FAA from Federal Express in July 1987, "public trust in the agency was ebbing and alarm over a variety of safety issues was running high," Busey said.

"He immediately addressed these concerns in the media, before Congress and within the aviation community.

"The decisive, competent image that he projected soon produced an upswing of confidence in the FAA."

Busey emphasized that McArto was "more than just a telegenic figure brought in to help FAA through a patch of bad publicity."

Busey singled out McArto's "Impact 88" program and other initiatives that attacked pressing needs.

"The aviation community is still feeling the benefits of those actions, and we can all thank Allan for his able leadership at a critical time," Busey said.

McArto served as Administrator until February 1989, when he returned to Federal Express in Memphis.

The portrait by Kansas City artist John Martin is a gift of the Aero Club of Washington.

Given to him by the Experimental Aircraft Association, McArto's flight

jacket "reflects Allan's identity as a pilot and his feeling for the special role of general aviation -- it may even equal the dash of the red suspenders visible in



McArto and his wife Gracie at portrait unveiling.

the last portrait that we unveiled here," quipped Busey amid laughs from the small group at the ceremony.

Last year, former Administrator Langhorne Bond's portrait was placed on the 10th floor. It prominently shows Bond's trademark red suspenders.

The O'Hare tower, Busey said, indicates McArto's attention to the air traffic control system and "especially" the people who operate it.

"This setting also reflects his conviction -- which I share -- that an Administrator cannot let his vision be confined here to Washington inside the Beltway. That perspective has to extend primarily on out into the field," Busey said.

McArto, who said he was honored and humbled to be immortalized by the portrait, echoed Busey's thoughts that the Administrator's job is outside the Beltway.

McArto said the O'Hare tower was chosen as the painting's background because it "typified the complexity of the air traffic control system, the chal-

lenges, the equipment that needed to be replaced.

I talked to O'Hare controllers several times, and I really learned from them."

The EAA flight jacket, McArto said, shows that the activities and events that surround Oshkosh's annual EAA Convention and Fly In "mean a lot to me."

In 1987 and 1988, McArto said, "general aviation was really struggling. It is a natural resource that deserved to be nurtured and protected."

McArto said he learned a great deal by talking to pilots in tents and hangars around the country.

The jacket, he said, represents the commitment and the bond the FAA has with all of aviation.

McArto quipped that his former chief of staff, Michael Goldfarb who attended the ceremony, told McArto, "I can't imagine you sitting for a portrait. I've never seen you sit still that long without moving your hands, moving around or talking."

The artist, McArto laughed, "tried to capture some of my nervous energy."

McArto is a graduate of the U.S. Air Force Academy.

He served as a fighter pilot in Vietnam and logged over 200 combat missions. He won the Silver Star and the Distinguished Flying Cross for heroism.

His membership in the Thunderbirds precision flying team marks him as a pilot of "exceptional acumen," Busey said.

SES Recruiting *from page 1*

and based on the following executive competencies:

- Ability to manage an organization strategically.
- Knowledge of an organization and its operating environment.
- Ability to manage heavy personal demands.
- Skill in leading people and managing human resources.
- Skill in building and maintaining alliances and relationships.

→ Communications skills.

→ Ability to acquire and manage fiscal resources.

The first major screening step in the selection process is a background/credentials review, which includes a managerial endorsement.

The second screening step is a panel interview.

Applicants will also nominate colleagues and subordinates to evaluate them on several work-related factors.

In the final step, applicants will par-

ticipate in an executive development center -- a simulated public sector executive's job. Applicants will receive feedback at each stage of the selection process.

Once selected, candidates go through an indepth, individualized development program that lasts from six months to two years, depending on a candidate's needs.

For an information package, call Andrew Robinson, FTS 267-3922, or Debbie Clough, FTS 267-3918.

Building Update

Tunnel closed. The 7th Street tunnel, which runs between the NASA building and FAA Headquarters, has been closed indefinitely for security reasons. Choose an alternate route.

Construction plans. The General Services Administration (GSA) has contracted for construction and repairs to the FAA Headquarters building.

Included in the list of contracts awarded for the 1991 fiscal year are:

→ Exterior repairs to the stone facade and window caulking.

→ Exterior plaza repairs to sidewalks at building entrances.

→ The first phase of elevator upgrades.

Projects scheduled for the 1992 fiscal years are:

→ Building electrical power upgrades.

→ A new building sprinkler system, including new ceilings and lights.

→ The second phase of elevator upgrades

Recycling. Headquarters kicked off a government-wide recycling program on March 15 for newspapers, aluminum cans and glass bottles.

GSA has provided collection containers in the following locations:

→ Garage entrance lobbies, levels A and B.

→ Second-floor cafeteria.

→ Fifth-floor snack bar.

→ East and west center corridors on each floor.

Future plans include the recycling of all cafeteria paper products, bottles and aluminum cans.

Flightplan

Women's history. A panel discussion focusing on the theme of Women's History Month – "Nurturing Tradition, Fostering Change" – as it relates to strategies for managerial success will be held on *Wednesday, March 27*, in conference rooms 8ABC from 10 to 11 a.m.

Panelists are Brenda Meister, Director of Congressional and Intergovernmental Relations, NTSB; Ann Rosen-

Speaking out on Cultural Diversity

FAAers Have a Chance To Talk to Busey on April 1

FAA Administrator James Busey will host an hour-long "listening session" on *Monday, April 1*, focusing on cultural diversity in the agency.

A cross section of about 10% of Headquarters FAAers are expected to participate in the session, which runs from 3 to 4 p.m.

It will be held in the GSA building auditorium, 7th and D Streets, SW. The session will be similar to one held by DOT Secretary Sam Skinner last November.

That session's spirited debate prompted Skinner to suggest that administrators of the other transportation modes hold similar get-togethers.

The FAA session is expected to focus heavily on employee involvement. It has two main aims:

→ Identify internal issues that impede FAA's progress toward a totally diverse culture and work force.

→ Create an environment for change that encourages employees to work with managers to build diversity.

Since auditorium seating is limited, FAA Headquarters executive directors, associate and assistant administrators and office and service heads have been asked to identify 10% of a cross section of all levels of employees and managers in their organizations to attend.

The names and routing symbols of the participants are to be submitted to the Office of Civil Rights, ACR-1, by March 28.

Participants are asked to show up at 2:45 p.m. to register and get information on how the meeting will work.

wald, FAA's Director of Human Resource Development; Glenda Tate, OST's Director of Management Planning; and Diana Zeidel, OST's Director of Personnel.

Diane Ables, AHR-140, x73880, is the contact person. The Office of Civil Rights Federal Women's Program is sponsoring the event.

FWPC meeting. The next meeting of the Federal Women's Program Committee is scheduled for *Wednesday, April 3*, at 11 a.m. in the Office of Civil Rights conference room.

Coalition meetings. The National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled its monthly meetings for the following *Tuesdays: April 2* (room 5ABC), *May 7* (room 9ABC) and *June 4* (room 5ABC).

Contact Marcia Adams, x73488, for additional information.

AAS technical conference. The Advanced Automation System (AAS) is the topic of a one-day seminar sched-

uled for *Wednesday, May 15*.

Hosted by FAA's Advanced Automation Program Office, the conference runs from 8:30 a.m. to 5 p.m., at the MITRE Hayes Auditorium in McLean.

The conference aims to share AAS experiences with the technical community including representatives from government, industry and academia.

Speakers and panelists from the AAS team includes FAAers and FAA support contractors – MITRE, TRW, LOGICON, Martin Marietta and the prime contractor IBM. They will share their experiences obtained during the past few years, applying "Ada" – a new programming language – to AAS.

All FAAers are invited to attend this technical conference. Because space is limited to 350, registration will be made on a first come, first served basis.

Obtain a registration form by contacting Carolyn Strano, AAP-230, x79481.

A weekly. *Intercom* appears weekly.

Longer Days, Shorter Weeks?

FAAers Quizzed on Alternative Work Schedules at Headquarters

All Headquarters FAAers are being quizzed on their possible interest in alternative work schedules.

The survey asks its takers to rank in order of preference the schedule they would like to work.

Managers and supervisors are asked to select the work schedule best for their organization.

**'Many employees
have expressed interest....
the concept is being
studied.'**

Herb McLure
Associate Administrator for
Human Resource Development

There are four basic choices for each pay period -- 10 working days.

The following options indicate actual working hours. Each day also contains a half-hour lunch period.

➔ **Eight hours.** This is the current system. Work eight hours, five days a week for two weeks.

turn to **Shorter Work Weeks?** on page 8

April 2, 1991



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

Headquarters Intercom

Quest for Quality Controller Academy Earns Accreditation

The FAA Academy has become the first non-military government training institution to receive accreditation by the North Central Association of Colleges and Schools.

The 29,000-student-per-year technical school trains air traffic controllers

turn to **Accreditation** on page 7

Best Budgeteers Southwest Office Most Outstanding in '90

It's not easy to win the FAA's Budget Office of the Year Award, but the Southwest Region Budget Office best demonstrated how to crunch numbers in the 1990 fiscal year.

Office employees were involved in planning and participating in the agency's first "Manage to Budget" pilot project, which includes the Southwest Region budgeteers, as well as the region's Airway Facilities and Management Systems FAAers.

Under the test Manage to Budget, line managers have the authority to set grades for positions that are not nationally standardized.

turn to **Southwest Budgeteers** on page 4



Arlene Feldman

Success Strategies Tips for Women on Climbing FAA's Career Ladder

"The 'good-ol'-boy' network is not going to dismantle itself just because we don't like it," Arlene Feldman, FAA's New England Regional Administrator, told a Headquarters group gathered at an informal listening session last month.

Feldman, the first woman to be a Regional Director in the agency, went on to tell this anecdote.

When she was on a visit to an FAA facility, an employee of that facility asked her to Xerox a stack of papers for an upcoming meeting. She copied the papers and brought them into the meeting -- one that she was leading.

The employee was embarrassed when he realized his assumption had been off-the-mark.

turn to **Success Strategies** on page 4

Joining the Thirtysomething Generation

FAA Aviation News Celebrates Milestone, Promises More 'Pearls'

Aviation and the world were a lot different when *FAA Aviation News* debuted in 1961.

The publication recently celebrated its 30th anniversary with its January/February issue and reminisced about flying then and now.

While everyone knows that silver and golden anniversaries commemorate 25 and 50 years, few recall that pearl signifies 30 years.

Says acting editor Phyllis Duncan, "Since January

turn to **FAA Aviation News** on page 3



Anniversary edition of *FAA Aviation News* recalls the past.

Highlights

Maintenance Award. Bill O'Brien, manager of Airworthiness Programs, AFS-20, was recently awarded the Professional Aviation Maintenance Association (PAMA) "Award of Merit."

Given annually at its symposium and trade show, PAMA presents the award for exemplifying "the honor, integrity, knowledge and skill of aviation maintenance personnel" and for "promoting improvement to the recognition given to aviation maintenance personnel in the aviation industry."

The awards banquet took place in Long Beach, CA, under the wing of the *Spruce Goose*, a cargo-type flying boat that Howard Hughes and his staff designed and constructed to transport people and material over long distances.

Hughes' flying boat is now housed in a hangar-like dome near the tourist attraction, the ship *Queen Mary*.

Travel Tax Alert. New IRS regulations require employees to report excessive and overdue travel advances as taxable income.

Amounts that exceed substantiated claims - travel voucher amounts - are considered excessive by the IRS.

What does this mean?

Travel advances issued too early or held too long will be treated as gross income for tax purposes and subject to withholding and employment taxes, according to the Travel and Relocation Systems Division, AAA-300.

One way to avoid income and employment taxes on excessive and overdue travel advances is to use the Diners Club card to reduce the advance requested and to eliminate requests for excessive and continuing advances.

Also, employees must substantiate their expenses by submitting a travel voucher to clear the advance right after

travel and to repay the overdue advance as quickly as possible.

Finally, the IRS does not relieve employees of their responsibility for reporting these amounts to the IRS, even though the policy has not been issued and payroll processes have not been developed to report these amounts to the IRS.

The IRS regulations were published in the December 17 *Federal Register*, Volume 55, No. 242.

Lots of Respect. "They seem to thirst for information from us," says FAAer Gail Reid, who recently met aviation officials from several Far East countries.

Reid, a member of the 1990 Women's Executive Leadership (WEL) Program had a chance to "shadow" FAA representative in Singapore, Don Schmidt, earlier this year.

Reid traveled to Singapore and Indonesia where she met aviation officials from several other nations including India, Hong Kong, Malaysia, Sri Lanka and Thailand.

Said Reid of her experience, "I am proud to be a part of the FAA team, which is so well respected by other countries and answers their many needs in a growing industry."

Reid added that she is also "proud of FAA's commitment to me and to other women to help them succeed - not just survive - in FAA."

Reid is a lead project engineer in the Navigational Landing Program Section, Western-Pacific Airway Facilities Division.

Soviet Overhaul. A group of American, German and Japanese companies are working with a Soviet research

institute to create a plan to modernize the Soviet Union's air traffic control system.

A complete overhaul of the Soviet system could cost \$10 billion and take 15 years to complete.

The joint development project, known as Global Air Transportation System and Services (GATSS), will be based in Linthicum, MD.

Honoraria Update. On March 15, a federal appeals court refused to stop enforcement of a ban on honoraria for federal workers.

Under a law, which went into effect on January 1, federal workers are prohibited from accepting outside income from speaking or writing even if the subject has nothing to do with their federal jobs.

The appeals court ruling, however, suggested that employees put speaking and writing fees into escrow accounts while the case is in the courts.

The case is expected to go back to U.S. District Court, which will rule on the law's constitutionality.

The honoraria ban stems from the 1989 Ethics Reform Act, which gave members of Congress a pay raise in exchange for giving up income from public appearances, speaking engagements or writing.

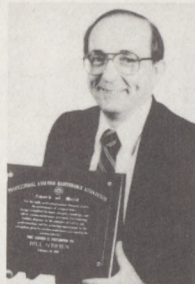
The ban applies to all federal employees except Senators but does not prohibit reimbursement for expenses.

'Singles, Not Home Runs.' FAA's Third National Configuration Management (CM) Conference was held in early March attracting almost 130 FAAers from across the country.

Hosted by the Configuration Management and Engineering Support Division, ASE-600, the conference provided a forum to discuss configuration management issues relating to air traffic, airway facilities and acquisition organizations.

In addition to FAAers from Headquarters, all regions, the Technical Center and Oklahoma City Logistics Center, the conference included configuration managers from private industry.

In his keynote address, John Burt,



Bill O'Brien

Headquarters

Intercom

April 2, 1991
No. 91-13

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

the agency's Executive Director for Acquisition (AXQ), emphasized that Total Quality Management (TQM) requires focusing on customer requirements and continuous improvement in how the FAA does business.

Improvement usually comes in "singles" not "home runs," Burt said.

The CM conference zeroed in on FAA customers' requirements and improvement in managing CM in the agency.

The conference had three work sessions. Two addressed issues vital to air traffic and airway facilities.

The third focused on the function and improvement of CM management tools.

The CM conference was essentially a TQM conference.

Bob Brown, Director, NAS System Engineering Service, delivered the closing address.

'Bumping' Drops. The DOT recorded a dramatic decline in the number of passengers involuntarily denied boarding -- or "bumped" -- by commercial carriers in 1990 compared to the previous year.

In its monthly "Air Travel Consumer Report," the DOT said U.S. carriers registered 1.55 involuntary denied boardings per 10,000 passengers compared to 2.59 in 1989.

Involuntary denied boardings totaled 68,560 in 1990, well below the 106,765 recorded in 1989.

Launch Fees? The DOT wants commercial space launch companies to pay user fees for DOT's licensing services, which include assessing the safety of proposed launches.

In a Notice of Proposed Rulemaking, the DOT said launch companies should pay an application fee for a license to conduct launches and an annual renewal fee of \$2,500.

In addition, 30 days after each orbital launch, the launch company would pay a variable fee based on the capability -- measured in pounds -- of the launch vehicle to put a payload into orbit.

The fee would be \$2.50 per pound of capability. For a sub-orbital launch, there would be a fixed fee of \$1,000.



John Burt, above, talks about TQM at FAA's recent configuration management conference.

FAA Aviation News Marks 30 Years *from page 1*

1961, this magazine has been printing pearls -- if you will excuse the pun -- of aviation wisdom to the aviation public."

FAA Aviation News began its fourth decade by taking a nostalgic look back. The anniversary edition has reprinted -- in its entirety and original form -- the first issue.

The anniversary issue also highlights some aviation items of interest from 30 years ago: A Presidential task force, in response to a midair collision over New York City, recommended the use of transponders in

civil aircraft, segregation of all air traffic near busy airports by type of aircraft, positive control of aircraft above 14,500 feet and new speed limits on all planes flying below 8,000 feet.

The X-15 flew 4,093 mph, and Max Conrad flew a propeller-driven airplane nearly 30,000 miles in just under nine days.

Soviet cosmonaut Yuri Gagarin became the first human to leave earth followed three weeks later by American Alan B. Shepherd.

In 1961, radios in general aviation airplanes were the exception rather than the rule.

FAA Aviation News has changed names and design several times.

It has gone from a black-and-white, four-page agency newsletter to a two-color, 16-page subscription magazine, and is making plans to go full color.

It started in Public Affairs, moved to Flight Standards and now enjoys the support of the Accident Prevention Program.

In the year 2061, says Duncan, "Maybe we will print a 'platinum anniversary' issue, commemorating 100 years of service to our aviation customers. Maybe by then the editorial offices will be off-planet."

'Maybe we will print a platinum anniversary issue, commemorating 100 years of service.... Maybe by then the editorial offices will be off-planet.'

Phyllis Duncan
FAA Aviation News

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.

Success Strategies *continued from page 1*

Discrimination in the work force and in life can be overcome, Feldman believes, and change is underway. In the New England Region, for instance, six of its 16-member top management team are now women.

Feldman shared some tips on how women can climb the career ladder:

→ **Do a quality job.** Whatever your job title, be great at what you do, and display your competence.

→ **Set high goals.** Sit down and make up a formal individual development plan (IDP), and map out ways to get from step to step. The people in Human Resource Management will be happy to help you with an IDP.

→ **Persevere.** Be persistent, and ask questions. Don't give up because someone doesn't like you.

Ignore the dislike, and get on with making your dream a reality.

→ **Focus on preparation.** Seek out training, courses, job details and other ways of gaining experience to make yourself ready for that next step in your career.

Do some reading to learn about job-related technical topics.

"Learn as much as you can ... get yourself educated ... make yourself the best candidate."

→ **Look for mentors.** More experienced employees in your job area and at higher levels can advise you on how to go about reaching your goal. They can give you feedback on your strengths as well as let you know about things you are doing wrong.

New England's Regional Administrator is a product of her own advice to "create opportunities even when you don't see them."

Obtaining a pilot's license while still in her teens, she earned her college degrees from the University of Colorado and Temple University School of Law the hard way -- in between working and raising a family.

After graduating from law school, her jobs have included managing New Jersey's Division of Aeronautics, Director of Aeronautics for the State of New Jersey, Deputy Director and Acting Director of the FAA Technical Center in Atlantic City and Deputy Director of the Western-Pacific Region, April 1987-June 1988.

The listening session, sponsored by FAA Headquarters Federal Women's Program Committee, was one of its Women's History Month events.



Southwest Budgeteers *continued from page 1*

Within a set budget, they can also determine the ceiling on the number of positions or full-time equivalents for their organizations.

During the last fiscal year, the Southwest Region Budget Office also:

→ Revised the quarterly review process.

→ Tested a new personnel, costs and benefits model, an internal budget program to help organizations analyze fund requirements for personnel salaries and benefits.

→ Substantially aided the rewriting of the operations versus facilities and equipment order.

Each employee of the winning branch will receive a certificate from Nick Stoer, Director of Budget.

The branch will also receive an engraved plaque.

Each of FAA's 11 regional and center budget offices were eligible to compete for the award.

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.



A Festive Thank You

Air Traffic Executives Show Appreciation

Headquarters Air Traffic employees didn't have to compete with the usual lunchtime crowds for a restaurant table or even tote their own brown bag meal to work recently.

They -- close to 450 of them -- were the guests of Senior Executive Service (SES) members in the Air Traffic organization.

The SESers hosted and paid for a luncheon to show appreciation for dedicated and continuous support of AT employees.

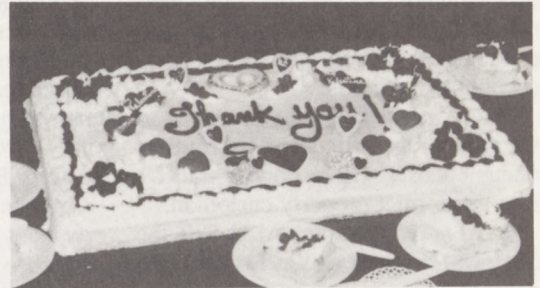
The luncheon, held two days in a row to accommodate the large number of employees in the Air Traffic complex, was set up buffet-style in the FAA building's eighth-floor conference rooms.

Besides munching on a spread of tasty treats, they had a chance to visit with friends and coworkers.

Administrator James Busey came by for a visit during the second day's noontime feast. *Here are a few snapshots of the event.*

SES members who hosted the lunch were:

*Hal Becker, ATP-200
Rod Bourne, ATR-200
Dave Canoles, ATH-1
Dave Hurley, ATM-1
Walt Mitchell, ATR-1
Ron Morgan, ATR-300
Nobby Owens, AAT-2
Neil Planzer, ATZ-1
Bill Pollard, AAT-1
Lane Speck, ATP-1*



With a major inventory of FAA property underway at Washington Headquarters and scheduled to be completed this fiscal year agencywide, here is some important information on government property.

→ **Agency inventory.** Starting the week of March 11, a wall-to-wall inventory began throughout FAA Headquarters.

FAA property throughout the regions and centers will also be inventoried by the end of the 1991 fiscal year.

During the wall-to-wall inventory, all property is bar coded to make future inventories easier.

New procedures are also being put in place to have property delivered to the receiving dock so that bar code labels can be affixed on arrival and the property can be entered into the property accountable records.

The property will then be moved to the appropriate office, and the transfer documentation will be done to transfer it to the correct property custodian.

→ **ALG-520 moves.** ALG-520, the organization responsible for property accountability as well as the purchase, movement, repair, rehabilitation and excessing of property, has moved to room 115 next to the receiving dock to

Afraid To Ask?

Everything You Wanted To Know About Government Property

have better control of property coming and going from the building.

→ **Removing property.** Employees, contractors or repairpeople must get a DOT form 1660.2, "Property Removal Record" from the appropriate property custodian before removing any property from the building.

They need to show the form, proper identification and the property being removed at the guard station.

Those with a continuing, job-related need to remove the same piece of property from the building can make a written request to ALG-520 for a permanent property pass good for one year - DOT form 1600.3, "Property Security Pass."

Anyone with a valid permanent property pass must return it before their clearance form can be signed for a transfer, retirement or resignation.

Property custodians planning to transfer, retire or resign must first be cleared of their property responsibilities.

→ **Security tips.** The amount of expensive, portable equipment is proliferating throughout the agency - laptop computers, for example - and it should be secured under lock and key when not in use - in a safe, locked file cabinet, locked overhead file or the like.

Anyone observed trying to take a piece of government property should be asked for identification and some type of documentation for removal.

If an individual refuses to show authorization, security should be contacted - x78829 at Headquarters.

Do not attempt to stop anyone.

→ **Who's responsible?** National responsibility for all FAA property is under the property management officer, Richard Clevenger in ALG-200.

Within Headquarters and each region or center there are property managers responsible for the property within their jurisdictions.

At Headquarters Rosa Flores, manager of ALG-520, is the property manager.

Property custodians - approximately 75 for FAA Headquarters alone - keep track of property within their organizational areas and deal with documentation keeping regional and center records up to date.

All FAA employees are responsible to use effectively, care for and protect government property in their custody; to make sure that government property in their custody is used only for government business; and to report incidents of government property waste, abuse, fraud or mismanagement.

→ **Definitions.** Personal property is all federal government property - except records and real property - that is tangible, movable and not permanently affixed to other items.

In-use personal property is property that is performing or serving its assigned operation function, is permanent and does not lose its individual identity when put to use.

Property accountability is the legal obligation to keep an accurate record of property assets.

For answers to questions concerning personal property, call the property manager's office, x73802.

NTSB Announces New Policy on Release of Cockpit Voice Recorder Transcripts

The National Transportation Safety Board has a new policy on the release of cockpit voice recorder transcripts.

Cockpit voice recorders, installed in all large civilian air transports in the United States, contain a 30-minute continuous-loop tape that records conversations in the aircraft's cockpit and several radio or intercom channels.

These, along with flight data recorders, are popularly known as "black boxes" and are vital investigative tools for the NTSB. Under the policy adopted by the NTSB on March 6:

→ If a public hearing is held, the transcript will be released on the first day of the hearing at least six hours before the hearing begins.

→ If no hearing is held, the transcript will be released when a majority of the

factual reports are entered into the public docket.

→ Provisions are made in both cases for members of the cockpit voice recorder investigative group to review the transcript in final form approximately a week before public release.

The action follows Congressional legislation last year changing the way transcripts may be made public.

Previously, the transcript was released 60 days after the accident.

The December 3, 1990, runway collision between two Northwest jets in Detroit was the first major accident since the new legislation passed.

Transcripts of the cockpit voice recorders from those planes were released on March 18, the first day of the public hearing on that accident.

Flightplan

Fun run. The DOT Employee Recreation Association is sponsoring a two-mile fun run around the Tidal Basin at 12 noon on *Thursday, April 18*.

Ribbons will be given to all finishers, and prizes will be awarded to winners in various age groups.

A shuttle bus will pick up runners from the FAA building at 11:40 a.m. on the day of the race and will return after 12:30 p.m.

Fun run entry forms are available in the FAA exercise facility or from Nancy Watson, room 308C, x79700.

Participants are required to be active DOT Employee Recreation Association members. To join the association, \$2 annual memberships may be purchased in the DOT employee store, room 2100, Nassif Building, from 10 a.m. to 2 p.m. daily.

SES search. The FAA is once again searching for talented managers with the potential to succeed in FAA's senior executive ranks.

This top-level recruitment, called the Candidate Development Program, was instituted last year by the Senior Executive Resource Staff, AHR-20.

FAAers who are accepted in the program and graduate will be certified by the Office of Personnel Management for three years.

They will serve as the primary pool for selection into entry-level SES positions.

The program's vacancy announcement closes *Friday, May 24*.

FAAers at the GS/GM 14 and 15 levels are eligible to apply.

For an application package, see Andrew Robinson, AHR-20, room 522.

Outside of Headquarters, contact regional and center Human Resource Management divisions.

Ground school. The FAA Flying Club, Inc., will conduct private pilot ground school on *Tuesdays and Thursdays, April 16 through June 6*, from 6 to 9 p.m. in conference room 9A&B, FAA Headquarters.

A \$120 fee includes textbooks and materials.

Accreditation for Academy *from page 1*

at the Aeronautical Center in Oklahoma City. It was admitted to membership on March 19 at NCA's annual meeting in Chicago.

"We aggressively sought NCA accreditation because of the rigorous standards required by the association," said Academy Superintendent Bart Bartanowicz.

"We are measuring our program against the standards of the best colleges, universities and schools. Our meeting the NCA standards shows that the FAA Academy conducts quality training."

NCA accreditation is renewed annually.

NCA Oklahoma State Director Bill Siler said, "...the FAA Academy has joined the growing league of schools and colleges whose purpose is the continuing quest for higher-level, quality education."

The new association membership is not the first outside academic oversight for the Academy.

For years, the school's courses have been examined by the American Council of Education.

The council recommended the number of credit hours that may be granted for each course reviewed.

Actual granting of credit is determined by registrars at individual colleges and universities.

NCA membership may make it easier for academy graduates to transfer credits.

The NCA, the nation's largest regional accrediting association, is a league of more than 6,700 schools and 900 colleges and universities in 19 states.

For more information, contact Patti Barnhart -- day: (703) 591-9110, evening: (703) 273-5486 -- or Brian James -- day: (703) 739-3870, evening: (301) 292-2825.

AAS technical conference. The Advanced Automation System (AAS) is the topic of a one-day seminar scheduled for *Wednesday, May 15*.

Hosted by FAA's Advanced Automation Program Office, the conference runs from 8:30 a.m. to 5 p.m. at the MITRE Hayes Auditorium in McLean.

The conference aims to share AAS experiences with the technical community including representatives from government, industry and academia.

Speakers and panelists from the AAS team include FAAers and FAA support contractors -- MITRE, TRW, LOGICON, Martin Marietta and the prime contractor IBM.

They will share their experiences obtained during the past few years,

applying "Ada" -- a new programming language -- to AAS.

All FAAers are invited to attend this technical conference. Because space is limited to 350, registration will be made on a first come, first served basis.

Contact Carolyn Strano, AAP-230, x79481, for a registration form.

Women's meeting. The next regular meeting of the Federal Women's Program Committee will be held *Wednesday, April 3*, at 11 a.m. in the Office of Civil Rights conference room.

Those interested in becoming a member of the group can contact Marcia Adams, x73488; Gloria Brown, x73482; or Lynda Griffin, x78136.

'Wings & Things.' The Smithsonian's annual "Wings & Things" open house is scheduled for *Saturday and Sunday, April 27 and 28*, from 10 a.m. to 3 p.m. at the Paul E. Garber Facility, Suitland, MD.

For more information, call the Smithsonian at (202) 357-2700.

Building Update

Auditorium closed. The third-floor auditorium closed at the end of March for a top-to-bottom renovation and the addition of a new video studio to be built on the fourth floor - room 412.

A December 1991 date is targeted for the project's completion.

The total dollar amount submitted to the General Services Administration for the project was \$293,000.

Here is a preview of the improvements soon to be taking place in the auditorium.

- ➔ Upgrading the lights and electrical control system.
- ➔ Enlarging the stage.
- ➔ Replacing seats and carpet.
- ➔ Installing platforms in the rear of the auditorium for the news media.
- ➔ Constructing the new video center on the fourth floor adjacent to the control center for the auditorium.
- ➔ Upgrading the electrical and microphone connections through the auditorium and extending them to the video center.
- ➔ Installing separate air conditioning for the video center.

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.

Job hazards? FAAers are urged to be on the lookout for conditions in the building that can cause injury or property damage.

Report all on-the-job hazards immediately by calling the PRIDE line, x77433.

Feedback

Carpool openings. A carpool running from Bowie, MD, to FAA Headquarters has two vacancies.

Hours are 7:30 a.m. to 4 p.m. Contact Cloyd Shirley, x73713 or x79354.

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

Shorter Work Weeks? *continued from page 1*

➔ **Nine hours.** Work eight nine-hour days and one eight-hour day every two weeks.

➔ **Ten hours.** Work eight 10-hour days every two weeks.

➔ **Flexible.** Take time off based on 80 hours of work with no days longer than 10 hours. Each pay period contains 80 hours.

The time off can be regular or intermittent but must always have advance approval of the supervisor.

In addition to the four options, supervisors may indicate that they don't prefer any of the alternative work schedule options.

The four-page surveys were individually numbered and distributed in late March to all Headquarters FAAers.

They should be returned to the Human Resource Management Division, AHR-100, Room 516, by **Monday, April 15.**

The survey was developed by the Headquarters Employee Participation Group (EPG).

Those who did not receive a survey should call Sylvia Woodcock, EPG chairperson, at x73857.

"Many employees have expressed interest in alternative work schedules," says Herb McLure, Associate Administrator for Human Resource Management, in a cover letter attached to the survey.

Although Headquarters is not working under any alternative work schedule, McLure said, the "concept is being studied."

Transit survey. The work schedule questionnaire follows on the heels of another transportation survey that was sent to all Headquarters FAAers in early March.

The 24-question transit survey should have been returned by March 25.

Tabulation of the results began last week.

The results of the questionnaire will be used to estimate future traffic demand and transportation needs

Results of this 24-question transit survey are being compiled by the DOT and will be used to make recommendations on a projected DOT and FAA move to the Union Station area.

of the Union Station area - still the prime location under consideration in DOT's continuing efforts to find a new headquarters, which would include the FAA.

The survey, part of the DOT's planning to determine the environmental impact of moving to the Union Station area, will provide feedback on the major concerns of access to public transportation and how the local transportation system can accommodate a major new building.

Once survey data is compiled and analyzed, recommendations will be made for the building's design, parking, highway improvements in the area, Metrorail and Metrobus improvements and other transit management strategies.

Miles and Miles and Miles...

Leon Robinson seems dwarfed by huge crates that contain 30 miles of airport power loop and communications cable from the FAA Logistics Center. The 20-ton order was recently shipped to the Monroe, LA, sector field office. Five flatbeds moved the cable from Oklahoma City. Robinson works in the Logistics Center's manual packing and crating unit.



April 9, 1991



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

Highlights

Age 60 Rule Update. The Supreme Court has declined to review a U.S. Court of Appeals decision that upheld the FAA's denial of petitions for exemptions from the age 60 rule.

The Supreme Court's decision was issued on March 25.

The rule prohibits any person, 60 or older, from flying large airplanes operated by air carriers.

Last October, a Chicago federal appeals court voted 2-1 to uphold an FAA refusal to issue exemptions from the age 60 rule, saying they couldn't conclude that "experience sufficiently offsets possible age-related impairment."

The FAA is conducting a study to examine whether new advances in medical science can identify individual pilots over the age of 60 who do not pose a risk to safety in air transportation.

Strong Support. The commander in chief of the U.S. Transportation Command has thanked DOT Secretary Sam Skinner and DOT workers for their "strong support" during Operation Desert Shield and Desert Storm.

turn to **Highlights** on page 2



A Day at FAA

FAAer Dave Cook was one of many Headquarters employees who spent a workday with Hine Junior High School students. More photos and story on pages 4 and 5.

Accolades for Air Traffic Five Facilities Take Top Honors for 1990

Five FAA locations have been named Air Traffic Facilities of the Year.

The winners for the 1990 calendar year were narrowed down to 39 facilities nominated in five categories.

The top facilities were singled out for a wide range of accomplishments.

They include productivity gains with fewer errors, high morale among employees, excellent internal and external communications, high employee

turn to **Air Traffic** on page 3

Getting Ready for the Future Executive Training on Tap for FAA Women

Twelve FAA women from across the country have been selected to participate in the agency's 1991 Women's Executive Leadership (WEL) Program.

They have been approved by the Office of Personnel Management and were chosen from among 25 candidates from FAA's regions, centers and Washington Headquarters.

Those selected are:

Sylvia Corcoran
Great Lakes Region

Barbara Dettmer
Great Lakes Region

Patricia Druce
Technical Center

Joann Ford
Southern Region

Alethia Futtrell
Aeronautical Center

Jerri Hainley
New England Region

Heather Kemble
New England Region

Denise Lyle
Southern Region

Mary Medley
Central Region

Sylvia Meyer
Northwest Mountain Region

Gloria Speer
Eastern Region

Sophia Tang
Western-Pacific Region

turn to **Leadership** on page 3



Highlights *from page 1*

In a letter to Skinner, Air Force General Hansford Johnson said, "You were always there to make the difficult choices needed to ensure our nation's unequaled strategic lift resources were available to support our national strategy."

"Your strong leadership and constant personal interest forged the cooperative spirit that was crucial to the success of this operation," Johnson said.

Fighting Terrorism. The FAA is negotiating with San Francisco International Airport to install two thermal neutron analysis (TNA) explosives detectors.

If an agreement is reached, the TNA devices would be installed as part of FAA's program to demonstrate their capabilities in as many different environments as possible.

They would be used to screen luggage checked at the airport's international terminal.

TNA machines use low-energy neutrons to trigger a unique and identifiable response from a component common to all explosives.

They are capable of screening luggage automatically at a rate of 600 pieces an hour.

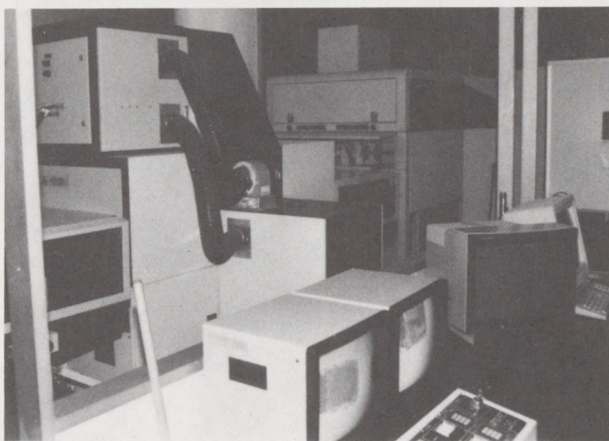
Other TNA units are now in operation at New York's Kennedy International, Dulles International and London's Gatwick airports. *See photos.*

Another unit completed a year-long test at the Miami airport. The FAA is continuing to negotiate with the British government for the installation of a TNA at London's Heathrow Airport.

DOT Firsts. To commemorate Women's History Month last month, DOT Secretary Sam Skinner told all DOT employees that "we can be proud of the contributions that the women of DOT have made to the transportation industry, to their communities and to this nation."

Skinner reminded DOT workers of several historical firsts. Some firsts for women include:

→ *Elizabeth Dole*, the first woman DOT Secretary.



TNA at Gatwick

FAA Administrator James Busey recently inspected the TNA machine at London's Gatwick Airport. Accompanying Busey were Ian Hamilton, Gatwick's operations director; John Norman, Gatwick's security manager; and Orlo Steele, FAA Assistant Administrator for Civil Aviation Security.

→ *Barbara McConnell Barrett*, the first woman FAA Deputy Administrator.

→ *Vina Showers*, the first minority woman in the FAA to attain Senior Executive Service status.

→ *Lt. Sandra Stosz*, the first woman in the Coast Guard to command an icebreaker ship.

→ *Della Anholt*, one of the first women to graduate from the Merchant Marine Academy.

→ *Charlotte LaCourse*, the St. Lawrence Seaway's first woman linehandler.

→ *Elinor Williams*, the first minority woman air traffic controller.

Travel and Taxes. New IRS regulations require employees to report excessive and overdue travel advances as taxable income.

Amounts that exceed substantiated claims -- travel voucher amounts -- are considered excessive by the IRS.

What does this mean?

Travel advances issued too early or held too long will be treated as gross income for tax purposes and subject to withholding and employment taxes, according to the Travel and Relocation Systems Division, AAA-300.

One way to avoid income and employment taxes on excessive and overdue travel advances is to use the Diners Club card to reduce the advance requested and to eliminate requests for excessive and continuing advances.

Also, employees must substantiate their expenses by submitting a travel voucher to clear the advance right after travel and to repay the overdue ad-

Headquarters

Intercom

April 9, 1991
No. 91-14

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

vance as quickly as possible.

Finally, the IRS does not relieve employees of their responsibility for reporting these amounts to the IRS, even though the policy has not been issued and payroll processes have not been developed to report these amounts to the IRS.

The IRS regulations were published in the December 17 *Federal Register*, Volume 55, No. 242.

Travel Advisories. Planning a flight to a foreign country?

It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

Wednesday Deadline. *Intercom* is published weekly.

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

Early Birds. Did you know you should submit your application for retirement (SF-2801 or SF-3107) and all supporting documents six weeks before the date you expect to retire?

This gives the retirement specialist time to:

→ Verify your service, civilian and military.

→ Advise you on the best date to retire.

→ Transfer your health benefits to the Office of Personnel Management (OPM).

→ Verify your life insurance coverage and transfer it to OPM.

→ Advise you of any documents left out of your initial submission and request that you submit them (DD-214, OPM-1538, SF-2818, etc.).

→ Answer your questions.

→ Furnish you with a copy of all documents, for your review, prior to the effective date of your retirement.

If you submit your application later than six weeks prior to the effective date, you will increase the chances that your first annuity check will be delayed.

Thanks to Jean Pershall, retirement specialist from the Alaskan Region, for this report.

Air Traffic Laurels *continued from page 1*

involvement, few employee grievances and excellent community rapport.

The winners will be honored during special awards ceremonies at the facilities in the near future.

Earning Air Traffic Facility of the Year laurels are:

Enroute Center

Memphis Air Route Traffic Control Center
Memphis, TN
Southern Region

Flight Service Station

Redmond Flight Service Station
Redmond, OR
Northwest Mountain Region

Automated Flight Service Station

San Angelo Automated Flight Service Station
San Angelo, TX
Southwest Region

Airport Traffic Control Tower, Level I-III

Pontiac Airport Traffic Control Tower
Pontiac, MI
Great Lakes Region

Airport Traffic Control Tower, Level IV-V

Minneapolis Airport Traffic Control Tower and Approach Control
Minneapolis, MN
Great Lakes Region

Leadership Program *continued from page 1*

The twelve will soon begin a year-long career development program of supervisory and managerial training and opportunities to help prepare for future high-level positions.

Components of the year-long program include a week-long orientation session in Washington during May with a day at the FAA and two core training sessions that will include individual needs assessment and putting together individual development plans.

Also part of the program is one 30-day and one 60-day assignment outside of participants' normal work areas, cluster group participation, a one-week "shadow" assignment, interviews with three FAA executives, management readings, preparation of a pro-

gram impact paper, a three-day "close-out" session and graduation.

The group gets a chance to meet each other during the May 6-10 orientation session.

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.



Quentin Burgess



Josie Clark



Claude Harris



Wilson Nelson



Yvonne Evans



Sylvia Woodcock

Photos by Lance Strozier

Ron Jennings, at right; David Dawson, below; and Juanita Owens, below right.



Taking a Close Look at a Task

Hine Junior High School students from Southeastern High School explored career opportunities available in the aviation field. Their busy day included presentations and films "in the shadow" FAA host employees.

Sponsored by the FAA Volunteer Committee, 36 program with Imogene Casey, Hine counselor and wealth of career opportunities in aviation.

Sixteen Headquarters organizations and 21 host employees, including McReynolds, AAA, chaired the program.

Speakers included FAA volunteer chairperson, FAA Civil Aviation Distribution Division Phil Woodrum.

Air traffic specialist Spann Watson, ATM, challenged students on hard courses, the maths and sciences; and study he said you do these three things," he advised.

During the two career-oriented films, students discussed careers while they learned about aviation careers. They were sharing their lists, seventh-grader Douglas Davis, said.

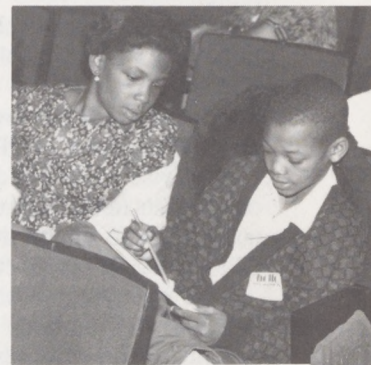
Ellen Butler, AFS, kicked off the career shadowing program with students with the following FAA hosts.

Lisa Baccus, AGC
 Quentin Burgess, AGC
 Jim Byers, AFS
 Josie Clark, APA
 Dave Cook, APN
 Mel Cooper, AFS
 Mary Couch, AOA

David Dawson, AFS
 Yvonne Evans, AFS
 Luther Falls, AFS
 Claude Harris, AFS
 Ron Jennings, AFS
 Jeff Klang, AFS
 E. Lane, AFS

Alfreda Brooks, AMS, provided visual aids that helped students understand the FAA. ARD, distributed aids and registered students at the event.

During the afternoon wrap-up session, both the FAA and Hine volunteer committee, part of an employee participation program, as the Hine students expressed a desire to make the



Here are the students

Lisa Baccus

Take a Look at the FAA

A Taste of Work at Headquarters

Students from Southeast Washington have a better idea of the many careers in the aviation field after a day spent at FAA Headquarters. They watched presentations and films in the auditorium and the chance to "career

with a panel of FAA employees. A committee of 36 Hine students attended the career enrichment program. The FAA career coordinator and volunteer coordinator, and learned about the

program. Maria

person, Margaret Powell, AHT, and manager of the Woodruff, APA.

M, challenged the students to stay drug free; take the study hard. "You can be anything you want to be if

students were encouraged to make a list of aviation careers from ballooning through the space age. In a class with Davis, a top student, easily identified 12 careers. The FAA career shadowing part of the program by matching the

Dawson, ATM
E Evans, ALG
Harris Falls, AAS
Harris, NTSB
Hennings, ASM
Klang, ACC
Lane, A

Maria McReynolds, AAA
Al Mendez, ACR
Wilson Nelson, ATR
Juanita Owens, AHR
Ray Taylor, AAA
Norma Jean Vanegas, AAA
Sylvia Woodcock, ANS

presentations that highlighted program goals, and Denise Davis, presented at the beginning of the program.

Both the FAA hosts - who were members of the participation group, managers and specialists - as well as the students made this an annual career enrichment program.



Here are snapshots of a some of the FAAers and the students they coached.



Deserting the Desert for Dessert



FAAers called into active duty during the Persian Gulf War are getting warm welcomes from their coworkers when they return, and the folks at the Aviation Standards National Field Office in Oklahoma City are no exception. Employees of the Operational Systems Branch, AVN-120, recently donned yellow ribbon "Thinking of You" T-shirts and photographed this big hello for Doug Burdette.

"Doug of the Desert," as his coworkers have nicknamed him, is an aviation safety inspector and chief warrant officer in the U.S. Army.

His coworkers, pictured here, are making sure Doug knows he's not forgotten. Besides cards and letters, his office friends remembered his wife Julie and daughter Katie for Valentine's Day on his behalf. During a recent monthly birthday celebration and award recognition presentation, all employees were given a chance to videotape personal messages to Doug.

Doug arrived in Saudi Arabia in early February. Doug's wit and humor show through in his notes.

He writes that his lunch of MRE - Meals Ready to Eat or "road kill" - are served in a brown bag. Uncle Sam's MREs omit things like homemade sugar cookies, brownies and cake.

Building Update

Save energy. Did you know that a coffee pot uses six times as much electrical energy as a computer; an electric heater also six times more; a microwave four times as much; and a refrigerator almost the same amount?

If an office uses four coffee pots, a microwave, a refrigerator, four floor fans and three portable heaters, it will consume as much electricity as 10 work stations.

At FAA Headquarters, the use of such personal equipment causes many electrical power outages.

In particular the outlets on columns are designed for building utility, such as plugging in vacuum cleaners, and many outlets are on the same circuit. They are not wired to accommodate appliances or computers.

The Headquarters Building Management Division, ALG-500, encourages each office to reassess the need for so many appliances, particularly coffee pots, microwaves, fans and heaters.

Cutting back on their use can save energy as well as reduce the number of power outages.

Contact Joe Stuart on the PRIDE line, x77433, for help with electrical problems in your office or more information on energy conservation.

Recycling. Headquarters kicked off a government-wide recycling program on March 15 for newspapers, aluminum cans and glass bottles.

GSA has provided collection containers in the following locations:

- Garage entrance lobbies, levels A and B.
- Second-floor cafeteria.
- Fifth-floor snack bar.
- East and west center corridors on each floor.

Future plans include the recycling of all cafeteria paper products, bottles and aluminum cans.

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 way to burn off extra calories and cut down on elevator usage.

Career Advice for Secretaries and Senior Executive Service Applicants

Two April Seminars To Help FAAers Move On Up

Headquarters FAAers interested in advancing their careers might want to check out these two timely workshops scheduled this month.

→ **"Moving up through the Ranks: Secretary to Professional."** Irene Barnett, Director of the Office of Program and Resource Management, APR-1, will be the guest speaker at this seminar for Secretaries Week put on by D.R. & Associates, a firm specializing in image consulting and career development.

The seminar is planned for *Tuesday, April 23*, in conference rooms 5ABC from 9 a.m. to 3 p.m.

Space is limited to 60, so a letter has been sent asking organizations to submit one nomination to Diane Ables, AHR-140, by *Monday, April 15*. Each participant will receive credit for the training and a certificate.

The Office of Civil Rights Federal Women's Program Committee (FWPC) and the Human Resource Management Division, AHR-100, are sponsoring the seminar. Contacts are Naomi Bryant, x79560, and Diane Ables, 73880.

→ **"Tips To Successfully Apply for the SES Candidate Development Program."** This workshop is geared to any person who is a GS-14 or above and is interested in applying for the SES Candidate Development Program.

It's scheduled for *Tuesday, April 30*, from 10 to 11:30 a.m. in conference rooms 5ABC.

Loretta McNeir, x79917, is the contact for the program, which is sponsored by the FWPC and the Senior Executive Resource Staff, AHR-20.

For more on the SES program, see Flightplan on page 8.

Feedback

Three weeks, please. Submit items for the *Flightplan* section at least three weeks in advance of the event.

Work week survey. An alternative work week survey, distributed to all Headquarters FAAers in late March, should be completed and returned by *Monday, April 15*.

Return the questionnaire to the Human Resource Management Division, AHR-100, Room 516.

Those who did not receive a survey should call Sylvia Woodcock, chairperson of the Headquarters Employee Participation Group, x73857.

Job hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause injury or property damage.

Report all on-the-job hazards imme-

diately by calling the PRIDE line, x77433.

Missing something? Did you know that items lost in the building can be retrieved if they have been turned in to the building's management?

If you recently lost something, call *Nat Mosby* in the DOT Nassif Building, x64683.

Mosby's office keeps a list of lost items and holds them for 30 days. After that, they are turned over to the General Services Administration for disposal.

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

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 office paper recycling boxes. The staples *don't* have to be removed.



Spring sprung early at Headquarters' flower-bedecked auditorium this year as the DOT/FAA Volunteer Committees put on a fashion show featuring 12 seniors from the Southwest D.C. Senior Citizens Center as models.

In the Valentine's Day audience were 85 of the center's residents; DOT and FAA employees; students from Hine Junior High School, DOT's adopted school; and seniors from church and community organizations.

DOT Secretary Sam Skinner and Joe Del Balzo, Executive Director for System Development, AXD-1, participated in the program and commended the volunteers on their outreach efforts.

The seniors, who were the stars of the show, impressed the audience with their modeling skills and the snap in their strides as they moved across the stage. One 79-year-old demonstrated her expertise in executing a model's swirling turns.

Occasionally an FAAer "dressed to the nines" took the stage - Pat Haynes, AGI-1, donned a purple suede suit with matching bag and gloves; Roger Martino, AMC-100, modeled a business grey suit accented with a dashing red tie; and Al Mendez, ACR-3, wore a bronze Irish tweed with adobe-colored dockers.

The audience was treated to an FAA Chorale performance led by Shelia



DOT Secretary Sam Skinner donned a cowboy hat as he posed with the snappily attired seniors.

Robinson, and refreshments were served. The volunteers donated gifts, including a videocassette recorder, to the center.

FAAers are invited to see the show for themselves on videotape, to be aired in conference room 5C from 10:30 a.m. to 3 p.m. on Friday, April 19.

Elaine Hunt directed the production, with cochairs Diane Ables, Josie Clark, Mary Couch, Denise Davis, Luther Falls, Maria McReynolds, Al Mendez, Carole Meredith, Rita Morgan and Katrina Thomas.

Margaret Powell, FAA Volunteer Chair, introduced Nadine Rawls, DOT Volunteer Chair, to host the program.

Others who shared their talents on stage or in hairstyling, makeup application, decoration and all the many

areas that go into putting on a program include:

- Sarah Bennett, APA-200
- Dorothy Black
- Joseph Capuano, DOT
- Adrian Caster, APN-100
- Don Detzel, APN-200
- Vern Edwards, APO-100
- Leslie Hearn, OST
- Estelle Jackson, ACR-4
- Bill Lampiries, APN-100
- Gene Lane, APN-300
- Glenda McCall, AAF-30
- Elaine Martin, Sean's Salon
- Joe Nelson, Seon's Salon
- Patrick Nelson, Sean's Salon
- Pam Seldon, ALG-340C
- John Williams, AAN-130
- La Shaunt Wooden, Sean's Salon
- The Safeway at Waterside Mall loaned pots of flowering plants to add to the decorations.

Photos by Lance Strozier

Flightplan

Executive search. The FAA is once again searching for talented managers with the potential to succeed in FAA's senior executive ranks.

This top-level recruitment, called the Candidate Development Program, was instituted last year by the Senior Executive Resource Staff, AHR-20.

FAAers who are accepted in the program and graduate will be certified by the Office of Personnel Management for three years.

They will serve as the primary pool for selection into entry-level SES positions.

The program's vacancy announcement closes *Friday, May 24*. FAAers at the GS/GM 14 and 15 levels are eligible to apply.

For an application package, see Andrew Robinson, AHR-20, room 522.

Outside of Headquarters, contact regional and center Human Resource Management divisions.

There's a special seminar to help apply for the SES candidate program.

See page 6 for details.

Fun run. The DOT Employee Recreation Association is sponsoring a two-mile fun run around the Tidal Basin at 12 noon on *Thursday, April 18*.

Ribbons will be given to all finishers, and prizes will be awarded to winners in various age groups.

A shuttle bus will pick up runners from the FAA Building at 11:40 a.m. on the day of the race and will return after 12:30 p.m.

Fun run entry forms are available in the FAA exercise facility or from Nancy Watson, room 308C, x79700.

Participants are required to be active DOT Employee Recreation Association members.

To join the association, \$2 annual memberships may be purchased in the DOT employee store, room 2100, Nassif Building, from 10 a.m. to 2 p.m. daily.

A weekly. *Intercom* appears weekly.

Ground school. The FAA Flying Club, Inc., will conduct private pilot ground school on *Tuesdays and Thursdays, April 16 through June 6*, from 6 to 9 p.m. in conference room 9A&B, FAA Headquarters.

A \$120 fee includes textbooks and materials.

For more information, contact Patti Barnhart - day: (703) 591-9110, evening: (703) 273-5486 - or Brian James - day: (703) 739-3870, evening: (301) 292-2825.

Learning about AAS. The Advanced Automation System (AAS) is the topic of a one-day seminar scheduled for *Wednesday, May 15*.

Hosted by FAA's Advanced Automation Program Office, the conference runs from 8:30 a.m. to 5 p.m. at the MITRE Hayes Auditorium in McLean.

The conference aims to share AAS experiences with the technical community including representatives from government, industry and academia.

Speakers and panelists from the AAS team include FAAers and FAA support contractors - MITRE, TRW, LOGICON, Martin Marietta and the prime contractor IBM. They will share their experiences obtained during the past few years, applying "Ada" - a new programming language - to AAS.

All FAAers are invited to attend this technical conference. Because space is limited to 350, registration will be made on a first come, first served basis.

Obtain a registration form by contacting Carolyn Strano, AAP-230, x79481.

'Wings & Things.' The Smithsonian's annual "Wings & Things" open house is scheduled for *Saturday and Sunday, April 27 and 28*, from 10 a.m. to 3 p.m. at the Paul E. Garber Facility, Suitland, MD.

The National Air and Space Mu-

seum's restoration and storage facility houses more than 100 aircraft and space artifacts.

Visitors will be able to quiz dozens of museum staff and volunteers, listen to live music and watch kite- and model-building demonstrations.

For more information, call the Smithsonian at (202) 357-2700.

Women communicators. The Federal Aviation Club of ITC meets *every Wednesday*, September through June, from 12 noon to 1 p.m. in the 9th-floor conference room.

Formerly called Toastmistresses, the name has been changed to International Training in Communication.

Need more information? Contact Sylvine Blackwell, (202) 732-2395, or Len Baker, (202) 479-6884.

Clerical tests. The Office of Personnel Management's clerical test is no longer administered in the FAA Headquarters building.

The new test site is the Nassif building, 400 Seventh Street, SW, northeast entrance.

The test is given *every Thursday* (except holidays) at 9:30 a.m. Applicants must sign the register located at the guard's station in the Nassif building 15 minutes prior to the test and remain in the lobby area until the examiner escorts them to the test room.

For additional information, contact the Central Employment Information Office at x69391.

Coalition meetings. The National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled its monthly meetings for the following *Tuesdays: May 7* (room 9ABC) and *June 4* (room 5ABC).

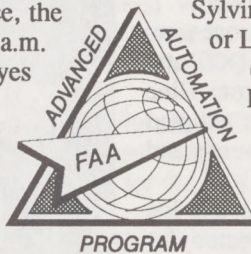
Contact Marcia Adams, x73488, for additional information.

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 office paper recycling boxes.

The staples *don't* have to be removed.

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



Runway Traffic Lights

Red and Green Signals Aim To Help Prevent Runway Incursions

The nation's first red-and-green traffic light system for airport runways and taxiways began a one-year evaluation on March 25 at JFK International Airport.

The radio-controlled lights, called a "Stop Bar System," are operated by an air traffic controller who listens to instructions to aircrews given by the local controller.

A pilot must have both verbal instructions and a green light to proceed.

Red lights are displayed at 15 major runway intersections until green lights are selected individually by the stop bar controller.

The Stop Bar System is linked to the air traffic control computer in the airport's tower. Each intersection is programmed to test its own individual system. Green lights revert automatically to red after a 20-second interval.

"The traffic light system provides an extra checkpoint and margin of safety to help both pilots and air traffic controllers prevent runway incursions," said John Pallante, JFK's air traffic manager.

turn to **Traffic Lights** on page 2

April 16, 1991



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

Highlights

Helicopter Honors. FAA's Rotorcraft Directorate Regulations Group has won an award from the American Helicopter Society.

The honor, the Gruppo Agusta International Fellowship Award, will be presented to the FAA team next month during the society's Annual Forum and Technology Display in Phoenix.

The group, located at Southwest Regional Headquarters in Ft. Worth, has been praised for the guidance it provides to European countries developing airworthiness standards for transport category helicopters.

turn to **Highlights** on page 2

Satellite Navigation

Test Flying a New Route over the Soviet Far East

Not since World War II has a U.S. commercial aircraft flown over Eastern Russia until it happened on April 1 as a Northwest Airlines 747 freighter flew over the Soviet Far East.

The flight, one of several planned, is testing U.S. and Soviet satellite navigation systems.

The flights stem from an agreement

turn to **Satellites** on page 2



'Pushy' about Diversity



DOT Secretary Sam Skinner kicked off a day-long seminar on work force diversity recently, saying that making the DOT's labor force more culturally diverse is "one of our very top priorities."

Skinner spoke to some 650 DOT employees from across the country - including about 210 from the FAA. As head of the DOT, Skinner emphasized, he is "devoted and dedicated and almost pushy" about work force diversity.

Here are a few photos of the event, which was held in Washington on March 25. Read more about work force diversity in upcoming issues of Intercom.

Photos by Lance Strozier

Satellites *from page 1*

among the FAA, Soviet government agencies and Northwest.

The demonstration flights are equipped with receivers that get data from the U.S. Global Positioning System (GPS) and the Soviet's Global Orbiting Navigation Satellite System (GLONASS).

The flights operate between the United States and Japan, with Soviet air traffic controllers managing the flights over Soviet airspace.

GPS and GLONASS are designed to provide precise navigation and positioning data via satellite to aircraft.

The system can provide extremely accurate position information, in all weather conditions, anywhere on or near the surface of the earth including over large expanses of water.

The first test flights follow a route about 300 miles north of the standard Anchorage-Tokyo flight plan.

On the April 1 flight, the air freighter remained in Soviet airspace for almost three hours.

These tests could pave the way for a new international airway for use by all airlines.

The long-range benefits would be shorter flying times and greater fuel efficiency on transpacific flights.

For example, an hour could be cut off a 13-hour non-stop flight from Detroit to Seoul using the test route.

Traffic Lights *from page 1*

The \$800,000 system was financed jointly by the FAA and the Port Authority of New York and New Jersey.

Lights for the system were developed by Crouse-Hinds, and Motorola provided radio controls.

Technology for the system was developed by the Visual Guidance Program at the FAA Technical Center in Atlantic City.

Development of the system followed more than six years of planning and discussions among air traffic controllers, pilots and lighting engineers.

JFK was chosen for the first stop bar because of its nine miles of runways, 22 miles of taxiways and large number

of foreign pilots using the airport.

The system underwent a previous test at JFK in 1988. Radio frequency interference and other problems required upgrading both hardware and software.

Thanks to Duncan Pardue, Eastern Region Intercom, for this report.

Highlights *from page 1*

By the end of 1992, the European Joint Airworthiness Authorities wants to finalize standards that are as close as possible to FAA's Federal Aviation Regulation 29, which already provides transport helicopter standards that are widely accepted throughout the world.

FAA's Rotorcraft Group is also working closely with the Europeans on standardizing existing airworthiness regulations for smaller helicopters.

'Desert Storm' Relief. The FAA has proposed a special rule to help civilian and military personnel who served in the Persian Gulf War.

It would provide them with extra time to renew expired flight certificates and inspection authorizations and meet other regulatory requirements.

"These men and women have put their personal lives on hold to serve our country in Operations Desert Shield and Desert Storm," said FAA Administrator James Busey.

"We are trying to help them avoid unnecessary burdens..."

Since the invasion of Kuwait and the deployment of U.S. forces to the Persian Gulf, some civilian and military personnel have expressed concern about meeting regulatory aviation time constraints.

In the past, the FAA generally has

Headquarters
Intercom

April 16, 1991
No. 91-15

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

denied requests for exemption from time limits in regulations, saying that such deadlines provide sufficient opportunity to conform.

However, there is a need for a special proposal to help those who served their country in the Persian Gulf War, the FAA said.

No More GADOs, ACDOs. All General Aviation District Offices (GADOs) and Air Carrier District Offices (ACDOs) have been phased out.

Now they are all designated as Flight Standards District Offices (FSDOs).

Moving on Up. Stephanie Pofi, who made agency history several years ago at the FAA Technical Center in Atlantic City, is moving on up.

Pofi, a single parent with a three-year-old daughter, is now a woodcrafter and has made consoles for air traffic controllers in several states.

"I never planned to work in carpentry, but I didn't like high school and heard that a vocational/technical education was another way to go," said the first female employee to work in the Tech Center's carpentry shop.

Pofi studied cabinetmaking and notes that it was tough being the only woman in the vo-tech class.

She knew she had to hold her own and overcome existing barriers and attitudes about carpentry being a "man's field." Encouraged by her guidance counselor, Pofi first arrived at the Tech Center as a co-op student.

While at vo-tech she won two student awards, a \$2,000 bond and a gift certificate from a lumber company.

After graduation, Pofi worked at a millwork company making doors and cabinets until she heard about an opening at FAA's Atlantic City facility. She applied and got the job.

Big Bow. While war raged in the Persian Gulf, Air Traffic and Airway Facilities FAAers from the Colorado Springs airport tower decided to show their support for American troops in Operation Desert Storm.

Money donated by employees was

used to buy more than 210 feet of yellow material to make four ribbons with seven-foot bows for each of the tower structure's concrete pillars.

The ribbons were fastened to the tower about 400 feet up with the help and ingenuity of some Airway Facilities people who used more than 400 feet of rope.

Aging Aircraft Update. The DOT has issued a final rule to improve its capability to monitor the age of aircraft operated by U.S. carriers and at the same time reduce the reporting burden on the aviation industry.

The rule requires carriers to add two new items — the aircraft manufacturer's serial number and delivery date — to the aircraft inventory schedules filed on a form that also contains balance sheet, profit and loss, aircraft inventory and traffic and capacity data.

The data is submitted to DOT's Research and Special Programs Administration (RSPA).

The new data will improve DOT's ability to keep track of aircraft age on a quarterly basis.

The reporting burden will be reduced by revising upward the dollar thresholds for each carrier group to account for inflation and consolidation that has occurred in the industry since 1981.

Overall, the industry's reporting burden will be reduced more than 5%, RSPA says.

New, Handy Size. The current issue of *FAA World* sports a smaller, handier size.

The monthly publication, which goes to all FAAers nationwide, has been downsized to an 8 1/2-by-11-inch format.

The February/March issue highlights an interview with Marty Pozesky.

Pozesky, Associate Administrator for System Engineering and Development, talks about his office and the National Airspace System Plan, which he compares in size to the Apollo project that landed Americans on the moon.

FAA World also tells the story of

February/March 1991
Volume 21, Number 2



Department of Transportation
Federal Aviation Administration

In this issue:

1. Interview with Pozesky
4. Watson, a Long-Time Mentor
8. Aviation, January-March 1990
10. Chief Commentator
11. Reviews
12. People
16. ATC Equipment Preservation

FAA World

Interview with Marty Pozesky
Meeting the Changing Needs of the NAS and Its Users

Marty T. Pozesky is the FAA's Associate Administrator for System Engineering and Development. He is responsible for improving the National Airspace System (NAS) through comprehensive R&D and capital investment programs. Since joining the agency in 1977, Pozesky has been at the forefront of many large-scale development programs. His experience covers virtually all the engineering disciplines to be found in a modern aviation system: air traffic control, communications/navigation/interference systems, avionics and flight control, as well as aviation weather systems.

In the following interview, Pozesky talks about his organization and the FAA.

Q: Your office is well known for working on the NAS Plan. What are some of the other responsibilities of your office?
POZESKY: Certainly the NAS Plan is the largest program we ever worked on. It's been completed, in size at least, to the Apollo Moon Program, and we're proud to have had a role in its implementation. It's been a massive



Marty Pozesky, FAA's Associate Administrator for System Engineering and Development

A Mentor at Work

Spann Watson—Ready and in a Rage* To Make EEO Happen

The year 1965 was a watershed for Spann Watson. Learning the Air Force's 24-year, Watson joined Edward Gibbs in Westbury, New York, where they established a national organization with the purpose of increasing the participation of Blacks in all areas of aviation. Gibbs de Negro Airmen International (NAI), the group has set up more than thirty chapters in various cities. Its members represent the many aspects of aviation: mechanics—wing, maintenance, and electronics for instance. The group gives flight instruction and flight training to minority youths each year. It's the only organization providing this kind of training.



Spann Watson, FAA's Associate Administrator for System Engineering and Development

Also in 1965, at the beginning of July, Watson reported for duty at the FAA as an equal employment opportunity (EEO) specialist in the Compliance and Security Office, a forerunner of today's Office of Civil Rights. There his activities as a mentor looked into high gear. Watson's transition from the military to a civilian job had not been easy. "I sensed I were into every (all) building that had a headquarters in New York—airline companies I knew and those I didn't—and none had anything to offer. Locked into a big mortgage for a new home and with five children to

FAA World sports a smaller, handier size.

Headquarters FAAer Spann Watson.

For decades, Watson has been helping minority youngsters start aviation careers and promoting cultural diversity in the work force in various ways.

Also find out more about Ed Cusson.

He retired last year after 30 years at the New Bedford, MA, tower. During Cusson's 38 years with the agency, he used only 16 hours of sick leave.

A First in Paris. The DOT's Office of Commercial Space Transportation will participate in the Paris Air Show for the first time this June, demonstrating the government's support for the U.S. commercial space industry in an intensely competitive international market.

The DOT will have an exhibit displaying the strength and versatility of the overall U.S. space launch industry.

Most of the companies involved in the U.S. commercial space industry are scheduled to bring their message to the air show along with their international competitors, including Europeans, Soviets and Chinese.

Bolstering Competition. The DOT has proposed bolstering competition in the airline industry by extending and strengthening rules on the use of computer reservations systems by travel

agents. Under a notice of proposed rulemaking, the DOT wants to readopt current rules stipulating that information provided be organized in an objective and unbiased manner and that participation in a computer reservation system be open to all carriers on a nondiscriminatory basis.

Several new proposals would:

➔ Allow travel agents to use equipment obtained from suppliers other than a computer reservations system vendor and to use a single terminal for access to all computer reservation systems.

➔ Shorten the maximum subscription term computer reservation system vendors can require of travel agents.

The DOT is also asking for comments on possible provisions on ways to make it easier for an agent

to book a traveler on an airline other than the one affiliated with the agent's computer reservation system, and on requiring vendors to include portions of the rules in the contracts with participating carriers and subscribers.

There are currently four computer reservation systems, all owned by one or more airlines.

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. It's also a good way to burn off extra calories and cut down on elevator usage.

A Weekly. *Intercom* appears weekly.

Building Update

New walkways. Demolition of the sidewalk pavement around FAA Headquarters began in early April on the south side of the building.

Work will continue around the west side and finish on the north and east sides of the building.

The contractor is sectioning off work areas for the safety of employees.

Weather conditions, however, may cause rocks and debris to fall outside immediate work areas. FAAers are asked to be cautious when walking around or near the construction sites.

The project is scheduled to be completed by September.

People

Leave donations. Irene Nowotny, an Airway Facilities employee in ASM-120, is eligible to receive leave from other employees through the FAA's Volunteer Leave Transfer Program.

Those wishing to donate leave to her should contact Sylvia Woodcock, x73857, ANS-200.

Nowotny recently underwent a major operation and now faces another one to remove a spinal tumor.

Two years ago, she used her leave to care for two elderly in-laws who were terminally ill.

Flightplan

Wanted: volunteers. Headquarters FAAers interested in sharing their work experiences with students are urged to volunteer on *Thursday, April 18*.

The DOT Volunteer Committee is participating in a career day at Hine Junior High School in Southeast Washington and needs volunteers to talk to students during three 30-minute sessions in the morning.

Volunteers will be treated to a continental breakfast at the school at 8:45 a.m. and a light lunch at 11:15 a.m.

Contact Maria McReynolds, x78965, to volunteer.

The school is located at 8th and Pennsylvania, SE, near the Eastern Market metro station.

A DOT shuttle bus will leave FAA Headquarters at 8:15 a.m. and depart from Hine at 12 noon.

SES candidate workshop. "Tips To Successfully Apply for the SES Candidate Development Program" is a workshop geared to any GS-14 or above who is interested in applying for the SES Candidate Development Program.

It is scheduled for *Tuesday, April 30*, from 10 to 11:30 a.m. in conference rooms 5ABC.

Loretta McNeir, x79917, is the contact for the workshop, which is sponsored by the Federal Women's Program Committee and the Senior Executive Resource Staff, AHR-20.

Executive search. The FAA is once again searching for talented managers with the potential to succeed in FAA's senior executive ranks.

This top-level recruitment, called the Candidate Development Program, was instituted last year by the Senior Executive Resource Staff, AHR-20.

FAAers who are accepted in the program and graduate will be certified by the Office of Personnel Management for three years.

They will serve as the primary pool for selection into entry-level SES positions.

The program's vacancy announcement closes *Friday, May 24*.

FAAers at the GS/GM 14 and 15 levels are eligible to apply.

For an application package, see Andrew Robinson, AHR-20, room 522.

Outside of Headquarters, contact regional and center Human Resource Management divisions.

Asian-Pacific-Americans. The Asian/Pacific-American Committee (APAC) is holding weekly meetings in the 1000E conference room, on *Wednesdays* from 12 to 1 p.m.

The committee is preparing for activities to be scheduled celebrating Asian/Pacific-American Month in May.

Employees interested in participating are invited to attend the meetings.

Mat Asai, x77542, Ken Chin, x77227, or Alice Wong, (202) 646-2371, can be contacted for information.

Fun run. The DOT Employee Recreation Association is sponsoring a two-mile fun run around the Tidal Basin at 12 noon on *Thursday, April 18*.

Ribbons will be given to all finishers, and prizes will be awarded to winners in various age groups.

A shuttle bus will pick up runners from the FAA Building at 11:40 a.m. on the day of the race and will return after 12:30 p.m.

Fun run entry forms are available in the FAA exercise facility or from Nancy Watson, room 308C, x79700.

Participants are required to be active DOT Employee Recreation Association members.

To join the association, \$2 annual memberships may be purchased in the DOT employee store, room 2100, Nassif Building, from 10 a.m. to 2 p.m. daily.

'Wings & Things.' The Smithsonian's annual "Wings & Things" open house is scheduled for *Saturday and Sunday, April 27 and 28*, from 10 a.m. to 3 p.m. at the Paul E. Garber Facility, Suitland, MD.

The National Air and Space Museum's restoration and storage facility houses more than 100 aircraft and space artifacts.

Visitors will be able to quiz dozens of museum staff and volunteers, listen to live music and watch kite- and model-building demonstrations.

For more information, call the Smithsonian at (202) 357-2700.

Travel advisories. Planning a flight to a foreign country?

It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

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.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

'It's Just Plain Smart'

FAA Challenged To Push Forward to a More Culturally Diverse Work Force

"It's smart. It's just plain smart" to actively recruit, train and promote culturally diverse workers at the DOT and FAA.

That's how DOT Secretary Sam Skinner put it a few weeks ago when he spearheaded a special diversity summit in Washington.

In his pep talk, the Secretary said he is committed to making sure that more

**'The truly great people
I have known get
the most satisfaction
from helping others.'**

Sam Skinner
DOT Secretary

women and minorities are hired and advance.

It's the wave of the future, he said, and the DOT should be in the forefront.

Take two quizzes on page 5.

Future projections show significantly more women and minorities entering the labor force.

turn to More Diversity on page 4

Soviet controller Alexander Simheminkin, right, gets pointers at the Anchorage Air Route Traffic Control Center.



Swapping Controllers

Soviet-American Exchange Underway

As many as 18 FAA air traffic controllers are traveling to the Soviet Union this year as part of a technical and cultural exchange program.

The first two Americans spent early March in the Soviet Far East.

They took part in training and toured air traffic facilities in Anadyr, Magadan and Providenya.

Just about a month earlier, two Soviets had finished a two-week stint at the Anchorage Air Route Traffic Control Center.

They were senior controllers from the Soviet Ministry of Civil Aviation's Anadyr Area Control Center.

By the end of the year, 18 American controllers will have made the trip to the Soviet Union and the same number of Soviets are expected to find

turn to Soviet Controllers on page 3

Highlights

Safer Day by Day. "Flying is continuing to become safer - hour by hour, day by day, year by year," emphasizes DOT Secretary Sam Skinner.

Skinner reassured the flying public following twin tragedies in which Pennsylvania Senator John Heinz and former Texas Senator John Tower were killed in separate aviation accidents in early April.

Skinner said the accidents were "particularly painful" for him because of his close personal relationship with the two men.

"Both men were dedicated public servants whose contributions to the nation will be remembered long after their deaths.

"Less well known but equally painful to those who knew them are the losses of others killed in these two accidents," Skinner said.

"The very nature of aviation accidents, seemingly illogical and always catastrophic, tends to focus our attention on the overall issue of aviation safety," Skinner said.

Safety continues to improve, he said, pointing to these facts:

turn to Highlights on page 2

Higher Standards

Better Airport Security Training Proposed

The FAA has proposed stiffer hiring, training and performance standards for airline and airport security personnel.

The agency also proposed a requirement that each airport designate an airport security coordinator who would monitor all security-related functions and serve as a focal point with the FAA on all security issues.

"These higher standards are designed to ensure the professional performance of security responsibilities at all our airports," said FAA Administrator James Busey.

The new standards for those who screen passengers and their carry-on luggage for weapons and explosives -- the largest group of full-time security employees -- cover education or work experience required as well as necessary skills, training and testing.

The proposed standards would require either a high school degree, a General Equivalency Diploma or a combination of education and experience that suitably equips the applicant to do the job effectively.

Under the notice of proposed rulemaking, other entry-level requirements include the ability to speak, read and write English; visual and aural acuity; good color perception; and physical dexterity.

Successful completion of initial, recurrent and specialized training is required for continued employment.

Under the proposal, a previously qualified employee who fails an operational test of his or her performance as a screener could not perform that function again until successfully completing remedial training.

An airline security official also would be required to make semiannual evaluations of each screener's abilities, skills and performance.

Also, airlines would have to limit the length of time a screener can be allowed to work at an X-ray screening station to make sure that fatigue does not diminish alertness.

The proposed standards would apply to both airline employees and the employees of companies that do screening for the airlines on a contract basis.

In addition, the FAA proposed a requirement that each airport establish a security training program for all employees who hold airport-issued identification cards authorizing access to security areas.

Congress mandated more stringent standards on November 16, 1990, when it passed the Aviation Security Improvement Act of 1990.

No More GADOs, ACDOs. All General Aviation District Offices (GADOs) and Air Carrier District Offices (ACDOs) have been phased out.

Now they are all designated as Flight Standards District Offices (FSDOs).

Travel Advisories. Planning a flight to a foreign country?

It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

Quicker Exits. The FAA is proposing a new regulation to make it easier for airline passengers to reach emergency exits located over the plane's wings.

The proposed rule would give airlines two options.

→ Remove the seat next to the window exit and keep the space between seat rows near the exit to at least six inches.

→ Expand the space between rows at the window exits to at least 20 inches, which is 12 inches wider than the current norm.

"Our proposal represents another step in our continuing efforts to enhance cabin safety and increase the chances of survival in accidents," said FAA Administrator James Busey.

The proposal calls for modifications to be made within six months of the adoption of a final rule.

It would apply to all airline aircraft with 20 or more passenger seats.

The two options were among four tested at FAA's Civil Aeromedical Institute in Oklahoma City.

The tests, in which a total of 131 people repeatedly went through overwing exits, showed that the two proposed options provided the easiest and quickest ways to reach exits in an emergency.

The tests also showed that under the two options proposed, there was a 14% increase in the rate at which passengers could escape from wing exits compared to current arrangements.

Other tests showed that providing instructions on what to do with a re-

Highlights *from page 1*

→ The second lowest accident rate for commercial airlines since economic deregulation in 1978 was recorded in 1990.

→ Commuter and air taxi flights show "remarkable" improvement in safety with their best year on record in 1990.

→ General aviation accidents have also shown a downward trend for the last eight straight years ending with the lowest accident rate ever in 1990.

Skinner said the FAA continues to

move forward by increasing the controller work force and modernizing air traffic control with the best state-of-the-art equipment in the world.

The agency, he said, continues to test and re-test pilots to assure that they are "as good as they can possibly be."

"While it is of little solace for the families of the victims, I want to assure the general public that ensuring aviation safety is a job that has my personal commitment, both as the Secretary of Transportation and as a pilot in my own right," Skinner said.

movable exit hatch sped up and made evacuation easier.

The proposed regulation would require that signs be placed on the backs of nearby seats that clearly show the method of removing the hatch, the weight of the hatch and a recommended place to stow the removed hatch.

'Way To Go.' Maggie D'Ambra of the FAA Technical Center in Atlantic



Maggie D'Ambra

City didn't have the faintest idea that she and her family would receive accolades for doing something that seems so natural to them.

In January, the Headquarters *Intercom* reprinted a story from the Technical Center *Intercom* about the D'Ambra family and their unselfish devotion to foster children.

DOT Secretary Sam Skinner phoned D'Ambra at her home after reading the article. She received a "Way To Go" pin from him.

In a letter, Skinner congratulated D'Ambra on the "great job" she is doing to "nurture, shelter and share her love with foster children."

Identifying Supervisors. Early this year the Aircraft Certification Service selected its initial first-level supervisor using the organization's new Supervisory Identification and Development Program (SIDP).

With the help of the Office of Human Resource Development's Career Systems Division, Aircraft Certification has created an SIDP tailored to the specific needs of its organization. The program aims to improve the process for developing and selecting first-level supervisors.

While a key component is a streamlined selection process, another focus of the SIDP is employee development. In 1989 when Aircraft Certification decided to develop the program, employees had no guidelines on how to prepare for supervisory positions. They either worked with a mentor or pursued

Soviet Controllers *continued from page 1*

out how the FAA manages air traffic control.

"We are proud to be the leaders in this venture that will make a worldwide impact upon the aviation industry as it continues to bring economic, cultural, social, political and peaceful exchanges among the many nations of the world," said Ted Beckloff, Alaskan Regional Administrator.

Negotiations leading to the controller exchange had been in progress since 1989.

Last October, formal ceremonies took place in Anchorage and Anadyr to recognize the cooperative efforts of the FAA and Soviet Ministry of Civil Aviation.

The exchange program aims to familiarize Soviet and American controllers with methods, procedures, techniques and equipment used by the two nations to provide air traffic control services.

This is vital because of the new air routes being opened between Alaska and the Soviet Far East.

Thanks to the Alaskan Intercom for this report.

Anchorage Center controllers Bob Watkins, left, and Mark Anderson, center, join hands with center manager Joe Woodford just before they left for their stay in the Soviet Union during March.



Alexander Simheminkin, left, and Vladimir Ivanov were the first Soviet controllers to participate in the joint exchange program. They're pictured at Anchorage International Airport.

development on their own.

The new SIDP, however, emphasizes providing applicants with objective feedback on their managerial skills, a critical element for setting up effective individual development plans.

The organization is also actively helping interested employees develop the skills and abilities they need for supervisory positions.

A meeting was recently held to evaluate Aircraft Certification's first SIDP cycle and recommend changes that should be incorporated before the next SIDP announcement, tentatively planned for this fall.

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

More Work Force Diversity in FAA's Future *continued from page 1*

Here are some highlights of what Skinner told 650 DOT workers, including 210 from the FAA, at the day-long seminar.

→ **Federal leadership.** "If we in government can't, with all that's available to us, make our work force the most diverse, the most open and the most professional, then we can't expect the rest of the country - and even the rest of the world - to do it."

→ **Opportunities.** "The biggest single thing we can do to ensure that everybody feels a part of this government - that no one feels disenfranchised or cut off from society - is to provide the opportunity to compete fairly for a job, for an assignment, for a promotion and for recognition.

"That is as basic as our Constitution."

→ **Not just lip service.** "I'm not interested in lip service. I'm interested in results.

"I want each and every one of you to take this as seriously as you take every one of your missions.

"Managers are being measured on how they perform in this area. It is part of the management profile."

→ **Dedication at the top.** "One can't help to wonder - why in the world, with everything that's going on, is the Secretary of Transportation so devoted and dedicated and almost pushy about this subject?

"That's a fair question...."

"...if the program is a success or failure, I take full responsibility. It's my idea, and I take it before I know if it's a success or failure, and that's unusual in Washington."

'The biggest single thing we can do to ensure that everybody feels a part of this government ... is to provide the opportunity to compete fairly....'

Sam Skinner
DOT Secretary

→ **A better DOT.** "... a good Secretary and a good manager is many things. "Managing chaos and crises is part of that.

"Developing a long-range strategy is also a very important part of that.

"Implementing reauthorization legislation, which is landmark in nature, is also very significant, but I don't think a good Secretary is really a great Secretary unless he or she is also a great manager and leaves behind an institution - from a human resources viewpoint - better than what he or she found.

"I don't think you have done the total job as a manager - nor have I done the total job as a manager - unless we have recognized our needs, our weaknesses and our shortcomings and have done something about it."

→ **The public good.** "...frankly, unless I missed something in my civics lessons all the way back at Springfield, Illinois, we are here for another reason - that's the public good.

"There isn't anybody in this room, with rare exceptions, and probably none, who couldn't go out and make more money and in many cases have an easier job, and I know that.

"So there must be something that draws you all here to government service...."

"I suggest it's something you haven't thought about a whole lot.

"You just like being part of government service and like being a part of making a difference."

→ **DOT's diversity record.** "We don't have a bad record. We have, by normal government standards, an acceptable record.

"But when you really begin to explore and understand that record you find that it's a record that we've been sitting on - virtually at a plateau - for a number of years. In some cases, we've actually gone backwards."

→ **Right thing to do.** "It's going to work because you believe it's the right thing to do, it's achievable and you know that you have tools available to make it happen.

"My job is a facilitator.

"You are the line managers. You are examples for the rest of our work force.

"They see your interest, and they believe you believe it's the right thing. Then employees who work with you will have the same attitude.

"If you think it's just something that you ought to just go through the motions on, don't even bother to stay. I'm not interested in anyone who just wants to go through the motions.

"Take the day off. I'm interested in having people learn, grow and sit back and reflect...."

→ **Mentors.** "I want each of you to think about one person who helped you get where you are.

"I've been very fortunate.

"There are a lot of people who work for you now, who want to work for you or who will work for you who need that little extra advice and that little extra guidance.

"The truly great people I have known get the most satisfaction from helping others."

What's Work Force Diversity?

FAAers have been hearing and reading a lot about work force diversity. It was the main theme last month when DOT Secretary Sam Skinner hosted a day-long "diversity summit."

Here's a definition from DOT's new Office of Work Force Diversity:

Work force diversity suggests a work environment philosophy that recognizes the value of contributions from all employees.

Work force diversity requires the planned inclusion into full work force participation for employees of different races, national origins, genders, ages, religions and physical abilities.

Twin Quizzes

These Exercises Give Insights into Diversity

Here are two questionnaires supplied by DOT's new Office of Work Force Diversity. One, "Managing Diversity," is a checklist that indicates a supervisor's tendency for success in including ethnically and culturally different employees into the work force. The other, "A Performance Management Audit," is a self-assessment of a supervisor's management style.

MANAGING DIVERSITY

A checklist for managers to gauge their tendency to manage toward inclusion. Please check YES or NO to the following.

1. Yes No Do you regularly read magazines, newspaper articles, books, and watch television program or movies about issues relating to minorities and women?
2. Yes No When you manage persons of another culture or ethnic group, are you fearful of EEO complaints in grievances?
3. Yes No Do you attend special agency programs that relate to cultural diversity programs with your workers. (e.g., Federal Women's Programs, Native American, Asian, Hispanic, or African American Programs)
4. Yes No Do you encourage all of your managers and employees to attend special emphasis training and education programs?
5. Yes No Do you openly support special consideration and/or affirmative action programs for women and minorities in the work place?
6. Yes No Do you correct statements that you hear which negatively or stereotypically portray women, minorities, religions or ethnic groups?
7. Yes No Do you believe that equity can exist for all cultural and ethnic groups?
8. Yes No Do you believe that working to increase opportunities, especially in higher paying career fields, for all individuals automatically creates denied opportunities for or disadvantages some individuals, especially white males?
9. Yes No Do you agree that a high correlation exists between an individual's feeling of inclusion and their work performance/productivity?
10. Yes No Do women and minorities hold leadership and management positions (more than one) in your organization?
11. Yes No Do you use the word quota when speaking about hiring requirements?
12. Yes No Do you encourage two-way feedback throughout your workplace by scheduling staff meetings and listening sessions that include all of your employees?
13. Yes No Do you hold minorities and women to a different, sometimes more relaxed standard of performance?
14. Yes No Do you avoid conflict?
15. Yes No Do you ask employees to identify what is important to them in the work place, what behaviors they find insensitive, and what their career aspirations are?

A PERFORMANCE MANAGEMENT AUDIT

How you establish working relationships with those you manage directly impacts their work performance. Respond by checking True or False to the following statements as a self-assessment of your performance management style.

1. True False Workers need to feel that their efforts contribute to a worthwhile goal.
2. True False When making a decision affecting my work group, I think it benefits the group if I make the decision alone.
3. True False When delegating, no matter how detailed I try to make my explanations, I usually have to re-work what my employees do.
4. True False I often have to perform many jobs personally because I can do them quicker, better, and cheaper.
5. True False Frequently, I ask my employees for advice but rarely is it of the quality I can use.
6. True False My frustration exists in delegating because of the many questions my employees ask and the repetitive checking back with me.
7. True False When my employees work in areas away from me, I fear their products will fall short of my expectations.
8. True False Asking questions of me is a great annoyance!
9. True False I have a strong need to be personally involved with and stay closely informed about every project in my unit.
10. True False Staff meetings have rarely worked for me; I prefer one-on-one interactions.
11. True False I worry about what goes on in my unit during my absences. During vacations or work travel I frequently check in with my office.
12. True False Without fail, when I delegate an assignment, I am disappointed in the outcome.
13. True False The employee's need to feel important is a work motivator.
14. True False If training opportunities are available to my employees, their morale will be enhanced.
15. True False I encourage two-way communications in my unit.
16. True False My employees have a clear understanding of what is expected of them.
17. True False I encourage risk taking by my employees.
18. True False I am courageous in defending the actions and decisions of my employees.
19. True False I recognize and reward performance.
20. True False I constantly challenge my employees and give them increased work responsibilities.

Answers on page 6.

A Bird's-Eye View of the Grand Canyon

New Aeronautical Chart Published To Bolster Safer Sightseeing Flights

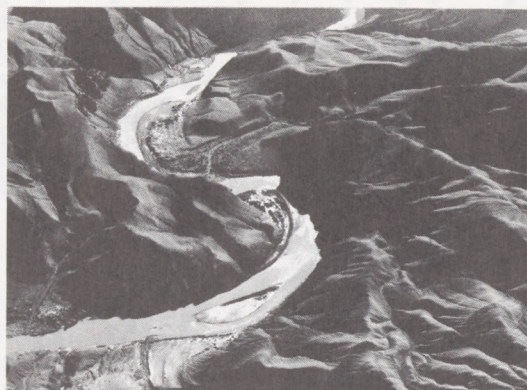
Sightseeing flights over the Grand Canyon can now use the "Grand Canyon VFR Aeronautical Chart," which was effective April 4, to promote aviation safety and navigation in this popular flight area.

The chart, published at a scale of 1:250,000, depicts procedures and restrictions within the airspace affected by special federal aviation regulation (SFAR) 50-2. Included are communication frequencies, minimum altitudes and area navigation data.

The front of the chart, designed for transient general aviation pilots, looks similar to a terminal area chart.

The reverse side is for FAA-approved commercial air tour operators and shows routes, altitudes and special procedures for helicopter and fixed-wing aircraft. On both sides photographs of significant landmarks aid visual navigation.

The Cartographic Standards



Branch, ATP-220, developed specifications and standards for the chart in coordination with FAA's Western-Pacific Region, the Las Vegas Flight Standards District Office, the National Ocean Service and user groups in the Grand Canyon area.

The chart was produced by the National Ocean Service and is available for \$2.75 from its authorized agents or from:

*NOAA Distribution Branch
NICG33*

*National Ocean Service
Riverdale, MD 20737-1199*

Selected as part of the U.S. national exhibit at the 15th conference of the International Cartographic Association, the chart will be displayed with exhibits on mapping and charting from approximately 40 countries.

The conference will be held in Bournemouth, England, September 23 to October 1.

Photos show the dramatic terrain in the Grand Canyon area and the airport.

Airlines Post Good Performance

The nation's largest airlines turned in a good performance in February, improving over January in on-time arrival, mishandled baggage reports and complaints.

According to the DOT's monthly "Air Travel Consumer Report," the 12 largest carriers posted an on-time performance of 81.8% in February, far better than the 73.8% showing in January and 73.2% in February 1990.

The DOT said mishandled baggage reports for February averaged 5.62 per 1,000 passengers, compared to 7.89 in January.

Complaints from consumers to DOT totaled 644, a 19% decline from the 794 complaints in January and 30% lower than the 921 recorded in February 1990.

A Weekly. *Intercom* appears weekly.

How'd You Do?

Suggested Answers to Diversity Quizzes

'Managing Diversity' Quiz

These answers indicate your tendency for success in managing toward inclusion of diverse workers. The items on this quiz are derived from a profile of such managers.

1. Yes, 2. No, 3. Yes, 4. Yes, 5. Yes, 6. Yes, 7. Yes, 8. No, 9. Yes, 10. Yes, 11. No, 12. Yes, 13. No, 14. No, 15. Yes

'Performance Management Audit'

If you can say with certainty that you agree more often than you disagree with these answers, feel comfortable that your management style and techniques are situationally appropriate.

Underlying this audit are principles for effectively motivating others and delegating work assignments.

1. True, 2. False, 3. False, 4. False, 5. False, 6. False, 7. False, 8. False, 9. False, 10. False, 11. False, 12. False, 13. True, 14. True, 15. True, 16. True, 17. True, 18. True, 19. True, 20. True

Quizzes on page 5.

Building Update

Job hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause injury or property damage.

Report all on-the-job hazards immediately by calling the PRIDE line, x77433.

Missing something? Did you know that items lost in the building can be retrieved if they have been turned in to the building's management?

If you recently lost something, call *Nat Mosby* in the DOT Nassif Building, x64683.

Mosby's office keeps a list of lost items and holds them for 30 days. After that, they are turned over to the General Services Administration for disposal.

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 way to burn off extra calories and cut down on elevator usage.

Feedback

Early birds. Did you know you should submit your application for retirement (SF-2801 or SF-3107) and all supporting documents six weeks before the date you expect to retire?

This gives the retirement specialist time to:

- Verify your service, civilian and military.
 - Advise you on the best date to retire.
 - Transfer your health benefits to the Office of Personnel Management (OPM).
 - Verify your life insurance coverage and transfer it to OPM.
 - Advise you of any documents left out of your initial submission and request that you submit them (DD-214, OPM-1538, SF-2818, etc.).
 - Answer your questions.
 - Furnish you with a copy of all documents, for your review, prior to the effective date of your retirement.
- If you submit your application later



Remembering Sue Silverman

Women's Program To Honor Most Supportive Manager at Headquarters

The Headquarters Federal Women's Program Committee (FWPC) has set up an award in honor of former FAA manager Sue F. Silverman, who died last July from a skin and muscle disease.

The Sue Silverman Award will be given to one Headquarters manager each year at the FWPC's "Salute to Managers Luncheon" for achievement in directly assisting FAA women to develop and use their skills to the fullest potential.

Nominations are to be from active FWPC members, and the deadline is *Tuesday, April 30*. Pat Haynes, x78211, or Tina Stephens, x73253, can be contacted for additional information on nomination procedures.

Born in Shaker Heights, OH, and a graduate of Goucher College, MD, Sue Silverman joined the FAA in Washington, DC, in 1963. She was selected as a division manager at age 28, becoming the youngest person in the agency to have reached that position.

At Washington Headquarters her positions included chief, Special Projects Division, Office of Public Affairs; chief of the Plans and Programs Division, Office of Information Services; and program analysis officer, Office of Civil Aviation Security.

In 1982 she moved to the FAA Technical Center where she established the Communications Resource Staff, overseeing Public Affairs, the video lab, the photographic section, graphics and the print shop.

Named as the FAA's community relations officer for Metropolitan Washington Airports in 1984, she left government service in June 1987 when MWA became the Metropolitan Washington Airport Authority.

In March 1990 Silverman returned to the FAA as special assistant to Joe Del Balzo, Executive Director for System Development.

She was survived by her parents, Alvin and Phyllis Silverman of Washington, and two sisters, Lorrie Samburg of McLean and Janie Culos of Potomac.

then six weeks prior to the effective date, you will increase the chances that your first annuity check will be delayed.

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 office paper recycling boxes.

The staples *don't* have to be removed.

Enough Intercoms? 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.

Headquarters

Intercom

April 23, 1991
No. 91-16

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

Flightplan

SES candidate workshop. "Tips To Successfully Apply for the SES Candidate Development Program" is a workshop geared to any person who is a GS-14 or above and is interested in applying for the SES Candidate Development Program.

It is scheduled for *Tuesday, April 30*, from 10 to 11:30 a.m. in conference rooms 5ABC.

Loretta McNeir, x79917, is the contact for the program, which is sponsored by the Federal Women's Program Committee and the Senior Executive Resource Staff, AHR-20.

Executive search. The FAA is once again searching for talented managers with the potential to succeed in FAA's senior executive ranks.

This top-level recruitment, called the Candidate Development Program, was instituted last year by the Senior Executive Resource Staff, AHR-20.

FAAers who are accepted in the program and graduate will be certified by the Office of Personnel Management for three years.

They will serve as the primary pool for selection into entry-level SES positions. The program's vacancy announcement closes *Friday, May 24*.

FAAers at the GS/GM 14 and 15 levels are eligible to apply.

For an application package, see Andrew Robinson, AHR-20, room 522.

Outside of Headquarters, contact regional and center Human Resource Management divisions.

Looking to the future. The Advanced Automation System (AAS) is the topic of a one-day seminar scheduled for *Wednesday, May 15*.

Hosted by FAA's Advanced Automation Program Office, the conference runs from 8:30 a.m. to 5 p.m. at the MITRE Hayes Auditorium in McLean.

The conference aims to share AAS experiences with the technical community including representatives from government, industry and academia.

Speakers and panelists from the AAS team include FAAers and FAA sup-

Latin Music Hispanic Coalition Celebrates with a Dance on May 17

To celebrate its establishment, the Capital Chapter of the National Hispanic Coalition of Federal Aviation Administration Employees is holding a spring dance.

The event will feature live Latin music played by the band Calidad on *Friday, May 17*, from 5 to 9 p.m. at the Columbia Ballroom in the Holiday Inn, 550 "C" Street SW, one block from the Headquarters building.

All FAAers are invited. Tickets are \$10 per person in advance or \$12 at the door.

Admission includes light hors d'oeuvres.

For tickets and information, contact: Al Mendez, x73262, Sonia Melendz, x73417, Shirley Purnell Rice, x73889, and Fred Williams, x77963.

Newly elected chapter director is Fanny Rivera.



port contractors - MITRE, TRW, LOGICON, Martin Marietta and the prime contractor IBM. They will share their experiences obtained during the past few years, applying "Ada" - a new programming language - to AAS.

All FAAers are invited to attend this technical conference. Because space is limited to 350, registration will be made on a first come, first served basis.

Obtain a registration form by contacting Carolyn Strano, AAP-230, x79481.

Women communicators. The Federal Aviation Club of ITC meets *every Wednesday*, September through June, from 12 noon to 1 p.m. in the 9th-floor conference room.

Formerly called Toastmistresses, the name has been changed to International Training in Communication.

Need more information? Contact Sylvine Blackwell, (202) 732-2395, or Len Baker, (202) 479-6884.

Black Coalition. The National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled its monthly meetings for the following *Tuesdays: May 7* (room 9ABC) and *June 4* (room 5ABC).

Contact Marcia Adams, x73488, for additional information.

Asian/Pacific-Americans. The Asian/Pacific-American Committee (APAC) is holding weekly meetings in the 1000E conference room, on *Wednesdays* from 12 to 1 p.m.

The committee is preparing for activities to be scheduled celebrating Asian/Pacific-American Month in May. Employees interested in participating are invited to attend the meetings.

Mat Asai, x77542, Ken Chin, x77227, or Alice Wong, (202) 646-2371, can be contacted for information.

FWPC meeting. The Federal Women's Program Committee meets the first Wednesday of each month at 11 a.m. in the Civil Rights Conference Room. *Wednesday, May 1*, is the date of the next monthly meeting.

Those interested in becoming a member of the group can call Marcia Adams, x73488; Gloria Brown, x73482; or Linda Griffin, x78136.

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.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Still on the Job

Ben Stonebraker: An 'Exuberant Doer'

At 86, Ben Stonebraker still works for the FAA repairing controllers' chairs at the Denver enroute center.

Stonebraker, described by coworkers as a "modern thinker and exuberant doer," got the job by accident more than 20 years ago.

It all happened after he ended a supermarket career and owned his own meat shop in California.

He retired in 1959, and nine years later moved back to Longmont, CO.

A friend encouraged him to apply for a guard job at the FAA air traffic center.

Once on the job, he noticed his chair was frayed and unpadding.

turn to Ben Stonebraker on page 3



Probing Pooch

Prince, a bomb-sniffing canine at Baltimore-Washington International Airport, probes the contents of the trunk of an unattended vehicle at the international terminal. This photo was snapped during the Persian Gulf War.

Highlights

Swapping Ideas. DOT Secretary Sam Skinner has announced a new fellows program allowing 25 mid-level DOT managers to swap information and share work experiences with successful private and government leaders.

The aim is to get fresh ideas on how to make the DOT a more effective organization.

The program is a joint venture between the DOT and the Council for Excellence in Government.

A career opportunity announcement, giving the specifics of the program, is expected to be distributed soon to FAA and other transportation mode personnel offices.

turn to Highlights on page 3

Wanted: A Kaleidoscopic Viewpoint

FAA's Work Force Diversity Listening Session Sparks Debate, Suggestions

About 230 FAAers, including top-level executives and senior staff, had a chance earlier this month to sound off about how to make the FAA work force more diverse.

FAA Administrator James Busey kicked off the meeting with brief remarks to the standing-room-only crowd.

Busey said he was there to listen to employees' ideas about developing a more skilled and diverse work force and how to accomplish it.

"I urge you to speak out and give us your ideas," he said. "That's the whole idea of this listening session -- to get your ideas on how we can create a more diverse work place at the FAA and what may be holding us back from accomplishing this goal..."

"It is one of my top priorities -- on a par with the Capital Investment Program and the other major programs I have initiated," he told the group.

Before Busey asked for questions and ideas, he em-

phasized that it is "important for our work force to reflect the ethnic and cultural makeup of the United States as a whole.

"As I have said before, this cultural/ethnic mosaic has helped make the United States a better country, and I think it will make the FAA a better agency." Busey said there is a "decided advantage" in having a diverse, multicultural, multiethnic workforce.

"It provides a richer, broader perspective on issues and problems, and this kaleidoscopic viewpoint will serve us well as we face the enormous challenge of building the national aviation system of the future," he stressed.

The work force is changing, and FAA must remain ahead of the curve. "We are in a race for the work force of the future," Busey told the group gathered at the GSA auditorium near FAA Headquarters in Washington.

turn to Listening Session on page 2

Listening Session Sparks Debate on Diversity *continued from page 1*

"There is no denying that the work force of the year 2000 will be composed of a far greater representation of women and minorities than it is today."

The Administrator added, "So, what we must do right now is to begin recruiting and training women and minorities so that when the year 2000 rolls around, FAA will have the technically proficient work force it will need to do the job.

"That won't just happen. It'll happen if we make it happen, and we can't wait. The continued preeminence of the United States in world aviation depends on it. It's that simple and that complex.

***Work force diversity
'provides a richer, broader
perspective ... this
kaleidoscopic viewpoint
will serve us well as we
face the enormous
challenge of building the
national aviation system
of the future.'***

James Busey
FAA Administrator

"So, make no mistake. We are not here to do a little social engineering to make people feel better.

"This is a very serious business with some very sweeping implications for the future of world aviation and FAA's role in that future."

FAAers needed no prodding to express their views. Meeting facilitator Donna Marits, AHD-100, and her recorder team were kept busy during the next hour moderating the meeting and recording ideas expressed.

"Hands just went up all over the place," said one participant.

When the hour was up, the talk was still in full swing. *See story below.*

Scores of Suggestions

FAAers Zero in on Everything from Career Development to Recruitment

FAA's first cultural diversity "listening session" sparked scores of comments, ideas and recommendations.

At the end of the April 1 meeting, 21 issues and recommendations had been proposed and discussed.

Still, when the audience was asked to jot down issues and recommendations that needed additional discussion, 46 were turned in to the Office of Civil Rights.

What topics were the focus of the meeting?

Issues discussed included:

- Hispanic underrepresentation and underutilization.
- How to develop and promote current employees.
- The need for career development plans outside the technical areas.
- Ways older, more experienced employees can contribute their expertise.
- Recruitment problems, methods and sources.
- The lack of black females in the Senior Executive Service and the SES Candidate Development Program.
- The perception that white males believe diversity will push them out of the work force.

Written comments and ideas, which were turned in by about 20% of the audience, addressed such issues as:

- Ways to spread information about FAA careers.
- Reinstating the training agreement program.
- The need for more entry-level positions.
- Lack of cultural diversity on the Administrator's senior executive team.
- Using the talents of current employees by setting better goals and zeroing in on their skills.
- Including "sexual orientation/affectional preference" under the agency's nondiscrimination policy and

the definition of diversity.

→ The Air Traffic National Selection System, set up to evaluate potential managers.

→ Funding for development and recruitment programs.

→ How to bring blacks and Hispanics the same benefits from upward mobility that white women have acquired.

→ Publicizing minorities who are successful air traffic controllers to encourage minority applicants.

→ Practicing creative ways of hiring and promoting.

→ Providing more career ladders.

→ Providing facilities and training for employees with disabilities.

→ Retaining employees.

→ Preparing secretaries for advancement.

→ Management commitment to individual development plans.

→ Opening up senior-level positions for women and minorities.

About 50% of the the audience asked to receive follow-up information, along with a record of the issues and comments generated by the meeting.

"I never saw such audience participation," said George Gordon, Deputy Assistant Administrator for Civil Rights. "It was exciting for me just being there."

"In the past, we really didn't take advantage of different perspectives, forcing employees to fit what was already there." Today's approach of increasing diversity is "a refreshing and exciting way to manage our differences," he said.

Plans are in progress to set up future listening sessions at Headquarters and also in the field.

Highlights *from page 1*

The program is open to GS/GM 14s and their military counterparts in the Coast Guard.

To be considered, an applicant must be nominated by a member of the Senior Executive Service in their organization and endorsed by the Administrator.

The 25 selected for the year-long program will continue to work at their current jobs.

They will have several opportunities, including attending about 12 seminars and making as many as three visits to large corporations.

First Anniversary. The National Transportation Policy is a year old, and in marking the occasion, DOT Secretary Sam Skinner said the policy has "raised the awareness of transportation as a long-term national priority."

He said the policy's "strategic vision" helped to frame last year's aviation reauthorization bill and this year's Surface Transportation Assistance Act.

"We want to ensure that strategic planning is here to stay at DOT and part of that entails building up the DOT organization," Skinner told more than 600 business and government leaders attending a day-long conference in Washington on April 11.

At the conference Skinner stressed the importance of an effective internal management system to ensure the transportation infrastructure changes necessary to maintain the nation's economic strength and competitiveness in the 21st century.

Runway Collision Probe. The National Transportation Safety Board will hold a public hearing beginning on May 6 into February's runway collision between a USAir 737 and a Skywest Airlines commuter plane at Los Angeles International.

Safety Board Vice Chairman Susan Coughlin will preside over the four-day inquiry at the Los Angeles Airport Hilton Hotel.

The hearing aims to gather additional information on the circumstances surrounding the February 1 collision be-



Dan LaBerge of AT&T demonstrates one of the new computer's functions to Gemma deGuzman, a DOT computer specialist.

Get a Close Look at 'OATS'

FAAers have a chance to see OATS in action at the Washington-area OATS Demonstration Center in DOT's Nassif Building in the Southwest lobby.

The center is open on Tuesdays from 8:30 am to 12 noon and on Thursdays from 1 to 4:30 p.m.



The center celebrated its grand opening earlier this year. Those attending included, left to right, Frank Fiorina and James Leto of AT&T; Jon Seymour, DOT Assistant Secretary for Administration; and Mike Sherwin, Director of the Office of Management Systems.

Need more information on the center? Call Gemma deGuzman, x66967.



tween the USAir jet and the Skywest plane that was waiting on a runway for takeoff.

The two aircraft skidded into an unoccupied building off the south side of the runway and burned, killing all 12 people aboard the Skywest aircraft and

22 of the 87 people aboard the USAir plane.

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

A Weekly. *Intercom* appears weekly.

Ben Stonebraker Still at Work *from page 1*

Just after he retired, he enrolled in an upholstery school as a hobby, so he transformed his own chair.

The center manager stopped by one day and saw the "new" chair. Soon Stonebraker was employed in the center's chair repair shop.

He's worked there part-time ever since.

Stonebraker and his wife Lou celebrated their 63rd wedding anniversary last September.

By the way, back in 1928 when Stonebraker was the manager of the first Safeway supermarket in Longmont his weekly salary was \$35.

That's when a dozen eggs cost 8¢, milk was 8¢ a quart and hamburger sold for three pounds for 25¢.

Building Update

Security. The Federal Protective Service recently announced a reduced threat level to FAA Headquarters and other DOT headquarters buildings in the Washington area.

Some security measures that were put in place during the Persian Gulf War have been scaled back.

Security guards, however, will continue to check closely ID cards at building entrances and ID cards of car drivers who enter parking garages.

Security guards will also continue to inspect packages of visitors who do not have a DOT or federal ID card.

Healthbeat

Fun run, walk. A two-mile fun run and two-mile fun walk will highlight this year's Federal Fitness Day on *Wednesday, May 15*.

The event is sponsored by the President's Council on Physical Fitness and Sports and the Federal Interagency Health and Fitness Council to celebrate National Physical Fitness and Sports Month.

Open to all federal employees, the walk and run will take place on the athletic field near the Reflecting Pool, 17th and Independence Avenues NW.

Each team must have three men and three women.

Pick up registration forms at the FAA clinic, room 327, and return them by *Wednesday, May 8*, to Jerry Meade or Sam Hart in the third-floor clinic.

Any questions? Call Jerry, x73945, or Sam, x77964.

Flightplan

Picnic time. The Air Traffic organization has scheduled a picnic - its third annual - for *Friday, May 10*, starting at 11:30 a.m., at Fort Hunt Park in Alexandria, VA.

RSVPs are due no later than *Monday, May 6*.

The whole family is invited, and maps are available upon payment. Children 5 and under are free.

Tickets cost \$2 for those aged 6 to 10,

A Carnival Atmosphere

May 15 Event Features Clowns, Kids' Clothes

The DOT Volunteerism Committee is asking for donations of "recycled, top quality" children's clothing, toys and books to sell at their upcoming Spring Carnival.

Donations are also being accepted for other booths at the event, which is planned for *Wednesday, May 15*, in the Nassif building courtyard, 11:30 a.m. to 2 p.m.

Bargain books, white elephants, crafts, makeup, baked goods and other food will be on sale.



Clowns, mimes and games will add to the carnival atmosphere.

Proceeds are for committee programs.

Contact Jeanne Smith, x69734, room 10203, Nassif building, concerning donations of children's gear.

Suzette Paes, x66393, and Nadine Rawls, x66388, are the contacts for other donations and additional information.

\$5 for ages 11 to 15 and \$7 for everyone 16 and over.

Contacts are Talissa Bailey, ATZ, x79377; Brady Burch, ATH, x79144; Janice Gibson, ATM, x79282; Gib Shade, ATP, x79349; and Dick Young, ATR, x79173.

Money alert. A briefing on the Thrift Savings Plan is scheduled for *Tuesday, May 7*. It is limited to 100 employees and sponsored by the Employee Relations and Career Development Branch, AHR-140.

To sign up and for more information, call Ida Mack, x73881, or Barbara Claytor, x73873.

Cosmic art. A new exhibition, "Art of the Cosmic Age," opens *Wednesday, May 15*, at the National Air and Space Museum.

It brings together more than 70 paintings, drawings and other works by Soviet, North American and Western European artists.

Hispanic celebration. To celebrate its establishment, the Capital Chapter of the National Hispanic Coalition of Federal Aviation Administration Employees is holding a spring dance on *Friday, May 17*.

It will feature live Latin music.

The event runs from 5 to 9 p.m. at the Columbia Ballroom in the Holiday Inn, 550 "C" Street SW, one block from the Headquarters building.

Tickets are \$10 per person in advance or \$12 at the door. Admission includes light hors d'oeuvres.

Contact Sonia Melendez, x73417, Al Mendez, x73262, Shirley Purnell Rice, x73889, and Fred Williams, x77963, for tickets and information.

Coalition meetings. The National Black Coalition of Federal Aviation Employees (NBCFAE) has scheduled its monthly meetings for the following *Tuesdays: May 7* (room 9ABC) and *June 4* (room 5ABC).

Contact Marcia Adams, x73488, for additional information.

Headquarters

Intercom

April 30, 1991
No. 91-17

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

Highlights

Higher and Higher. FAA's System Development Organization, AXD, is launching a program to help women advance to higher grades.

It's called 'SOAR.' Find out more on page 5.

Live Longer. The Headquarters Health Fair on Wednesday, May 15, aims to help FAAers live longer.

Details on page 8.



Crisp and Clear. Donald Gunner is a smooth talker.

He recently chalked up a nearly perfect score when his supervisors reviewed tapes of his conversations with pilots.

Gunner, a controller at the Los Angeles Air Traffic Control Center, received a Superior Accomplishment Award for exceptional phraseology and professionalism.

Between October 1 and December 31 of last year, the center's quality assurance office evaluated numerous "tape monitor" recordings to check out the level of communications between controllers and pilots.

On each tape recording, 25 transmissions were evaluated. Each transmission was worth four points for a possible total score of 100.

Gunner's total of 99 showed his exceptional phraseology, enunciation and cadence, which completely eliminated pilots' requests for repeats.

more Highlights on page 2



Career Advice

A panel of four women executives recently gave nuts-and-bolts career tips to FAAers. Panelists were, left to right, Brenda Meister, Ann Rosenwald, Glenda Tate and Pat Prosperi. Find out what they said on pages 4 and 5.

Airway Facilities

California, South Carolina Sectors Take '90 Honors

Airway Facilities sectors in Columbia, SC, and Palmdale, CA, have been named National Sector of the Year Award winners for the 1990 fiscal year.

The two were selected from a group of regional winners in two categories that exhibited the highest achievement in facility performance, human resource

management and general programs.

→ The Columbia General NAS Sector covers about 47,000 square miles and is responsible for 536 facilities.

Employing 129 people, it was singled out for its advance planning and preparation which minimized damage to

turn to Airway Facilities on page 2

Bolstering Airport Capacity

'Ghosting' under Evaluation at St. Louis Airport

Field evaluation of the converging runway display aid, a new visual device to help controllers increase IFR (instrument flight rules) capacity, is being tested at Lambert-St. Louis International Airport.

The evaluation, which began earlier this year in VFR (visual flight rules) conditions, will continue through the late summer and fall in IFR. If successful, national implementation could begin next year.

The converging runway display aid, sometimes referred to as "ghosting" or "mirror imaging," may increase IFR capacity at up to 30 major airports with converging or intersecting runways.

These airports can use multiple runways to land aircraft during VFR but only single runway operations during IFR.

turn to St. Louis Tests on page 6

Highlights *from page 1*

Computerized Aviation Info. Now teachers and other educators can get current and historical information on the FAA's aviation education programs by using the Federal Education Information Exchange System (FEDIX).

There is no access charge except the cost of the telephone call.

The program includes elementary and high school level programs.

Teachers are able to access information about aviation education programs, current events and data on videos, books, publications and computer-stored information supplied by the agency.

Topics available include FAA aviation education overviews, free class-

room materials for all teachers, college and university research information, aviation industry programs and resources.

FEDIX can be accessed with any personal computer using a modem operating at the following rates of transmission: 1200, 2400 or 9600 baud.

The access number is (301) 258-0953. It operates 24 hours a day, seven days a week. A "helpline" is also available 8:30 a.m. to 5 p.m., Monday through Friday, at (301) 975-0103.

The FEDIX system has been developed to provide education and research communities with timely, accurate and accessible information about FAA aviation education programs. Other government agencies participating in FEDIX are the Department of Educa-

tion, Office of Naval Research, NASA, the Department of Housing and Urban Development, National Science Foundation and the Department of Commerce.

Fighting Ice. The Atlantic City FAA Technical Center recently finished testing several deicing fluids on aircraft in one of the chilliest places in the nation - Duluth, MN.

"The tests were conducted in extreme cold weather conditions to determine the effects of a new class of commuter deicing fluid on the aerodynamic performance of small aircraft," said Charlie Masters, aircraft icing program manager.

The test aircraft was a fully instrumented Cessna 208 Caravan. Results from the tests will be used to prepare an advisory circular.

Airway Facilities Honored *continued from page 1*

FAA facilities during Hurricane Hugo. A fiercely powerful hurricane, Hugo struck the coast of South Carolina and cut a path of destruction across the sector.

Air traffic control operations were quickly and safely restored because of "dedicated personnel and excellent working relationships with state officials."

→ The Los Angeles Air Route Traffic Control Center Sector in Palmdale is responsible for the safe and quick flow of air traffic in about 177,000 square miles of airspace.

The sector handled about two million aircraft in the 1990 fiscal year, making it the eighth busiest enroute center in the nation.

Sector FAAers were lauded for several projects to boost National Airspace System operation through employee "dedication and teamwork."

Employees of Columbia and Palmdale will be recognized in award ceremonies later this spring.

In the national competition, Palmdale represented the Western-Pacific Region, and Columbia was tops in the Southern Region.

The top regional sectors from which they were selected are:

General NAS Sectors

North Alaska, Alaskan Region

St. Louis, Central Region

Empire (Syracuse, NY), Eastern Region

Chicago, Great Lakes Region

Windsor Locks, CT, New England Region

Salt Lake City (Hub), Northwest Mountain Region

Dallas/Ft. Worth, Southwest Region

Golden Gate (Hayward, CA), Western-Pacific Region

Air Route Traffic Control Center Sectors

Anchorage, Alaskan Region

Washington (Leesburg, VA), Eastern Region

Indianapolis, Great Lakes Region

Seattle, Northwest Mountain Region

Jacksonville, FL, Southern Region

Houston, Southwest Region

NTSB Member Tapped. The White House said it intends to nominate John A. Hammerschmidt as a member of the National Transportation Safety Board replacing Jim Burnett.

Hammerschmidt, the son of Arkansas Republican Congressman John Paul Hammerschmidt, has been a special assistant to Burnett since 1985 when Burnett became chairman.

Last year Burnett was replaced as board chairman by James Kolstad and decided not to seek renomination as a member.

Hammerschmidt's nomination must be confirmed by the Senate before he can take the post.

Slithery Friends. When Ken Dobis was a little kid, he loved snakes. He still does.

The FAA Technical Center attorney and his wife Sherri have three sons, 24 snakes, nine turtles, a dog named "Lucky" and a cat called "Bear."

"I have always been interested in herpetology, even as a small boy," says Dobis, "but I did not really get involved in keeping and raising snakes until I was out of law school."

The Atlantic City FAAer is a walking encyclopedia on serpents and emphasizes that most snakes are harmless, keep rodents under control and

are good for the environment.

New Jersey has only two types of poisonous snakes, the copperhead and timber rattler, he points out.

Dobis cautions that many harmless species of snakes are threatened or already endangered.

"They could become extinct if we aren't careful."

Dobis suggests that if you see a snake or turtle crossing a road, try to avoid it if you can do it safely.

It's a good idea to give a turtle a chance to survive by picking it up and taking it to the side of the road it was heading.

"If we don't do what we can to preserve life, we may all be the ones who are the losers," Dobis says.

Diversity. FAAers have been hearing and reading a lot about work force diversity.

It was the main theme in March when DOT Secretary Sam Skinner hosted a day-long "diversity summit."

Here's a definition from DOT's new Office of Work Force Diversity:

Work force diversity suggests a work environment philosophy that recognizes the value of contributions from all employees.

Work force diversity requires the planned inclusion into full work force participation for employees of different races, national origins, genders, ages, religions and physical abilities.

Extra Hearings. The FAA held two extra hearings in New Jersey in mid-April to get public comment on the effect of changes in aircraft flight patterns over the state.

Three meetings were held earlier.

The extra meetings, FAA Administrator James Busey said, gave more residents an opportunity to express their views.

The revised flight patterns were implemented four years ago as part of a major revision of air traffic patterns along the East Coast.

Known as the "Expanded East Coast Plan," the change was intended to make safer and more efficient use of airspace.

A Weekly. *Intercom* appears weekly.



DOT Secretary Sam Skinner meets informally with the SES candidates in his office.

On the Move

The 23 FAAers selected late last year for the Senior Executive Service Candidate Development Program are already on the move.

They all recently gathered at FAA Headquarters to kick off their programs and had a chance to meet DOT Secretary Sam Skinner.

When these FAAers graduate, they will be certified by the Office of Personnel Management for three years.

They will serve as the primary pool for selection into entry-level SES positions.

While last year's crop of candidates are planting their future executive seeds, the FAA is once again searching for talented managers with the potential to succeed in its senior executive ranks. FAAers at the GS/GM 14 and 15 levels are eligible to apply.

For an application package, see Andrew Robinson, AHR-20, room 522.

Outside of Headquarters, contact regional and center Human Resource Management divisions. The program's vacancy announcement closes Friday, May 24. Here are some snapshots.



James Washington gets congratulations from DOT Secretary Sam Skinner.



The current SES candidates from across the FAA recently gathered for this group portrait with FAA Administrator James Busey (center). Pictured are (front row, left to right): David Gilliom, AFS-501; Barbara Ritz, AAC-401; Edgar Fell, ASO-201; Lynne Osmus, ACP-1; Fanny Rivera, AHR; Richard Arnold, AND-30; David Tuttle, ARD-200; Helen Parke, ANM-501; and James Washington, ALG-601.

Second row, left to right: David Thomas, AAI-2; Richard Rodine, AAS-300; Paul Strybing, AAT-3; Peter Sweers, ATH-2; George Terrell, ASM-120; Michael Powderly, ASO-540; Patrick Heidenthal, AAA-400; William Behan, ACE-501; Kenneth Byram, ARD-300; Robie Strickland, AAL-400; John Cuprisin, AGL-501; and Raymond Thoman, AHR. Not included in the picture are Lawrence Covington, AXA-1, and Ross Hamory, AEU-700.

Advice on how to get ahead careerwise sparks a lot of interest among FAAers.

A recent panel discussion at FAA Headquarters featuring the viewpoints of four women directors of transportation offices was no exception.

It attracted a standing-room-only crowd.

The topic, "Nurturing Tradition, Fostering Change," was highlighted with nuts-and-bolts career tips from *Brenda Meister*, NTSB Office of Congressional and Intergovernmental Relations; *Pat Prosperi*, OST Office of Work Force Diversity; *Ann Rosenwald*, FAA Office of Human Resource Development; and *Glenda Tate*, OST Office of Management Planning.

Here's what they had to say.

Fear Is Natural

Meister, a lawyer specializing in transportation issues, has past job experiences spanning private corporations, law firms, federal commissions and the White House.

After a four-year career break some time ago, she said she was "very anxious of coming back into the work force."

Fear of change is natural for everyone, she said, but ask yourself, "What is the worst that can happen if I do this?"

Her answer: "Usually not very much."

Meister's definition of a mentor is "anyone you trust who you can talk to" about your career, not necessarily a boss.

Other areas she touched on included: → **Insecurities.** "Assert your ideas," she said. "Even if the idea is discredited, you'll be given credit for being an independent thinker."

→ **Education.** "Like diet and exercise, it is very important, and that first day is the hardest."

→ **Training.** Get any training that you can. "It's good to get outside of your own area with both training and volunteer work," she added.

→ **Being a 'superwoman.'** "You can't.... Try as hard as you can. Be

happy with yourself, don't feel guilty and try to balance your life," she said.

→ **Planning.** "As you climb that career ladder, try to have some plan to guide you, and if you fall, pick yourself up and continue," Meister recommended.

Personal Values

Pat Prosperi has served as a field personnel officer and has managed personnel policies at the departmental level.

"Life lessons" Prosperi shared included:

→ **Career choice.** Choose something that fits in with your own personal values, she said, and "do something that you enjoy."

→ **Opportunities.** "Opportunities often come at very inconvenient times."

She recommended being "ready, willing and able to take opportunities when you get them."

They usually don't come twice in that same situation.

→ **Mentors.** "It's very hard to find people whose judgment you respect

**Not long ago
'there weren't any
women role models,
and there weren't
many minorities either...'**

Ann Rosenwald

and who will tell you the truth, but to grow and develop you need people who will tell you the truth.

"Often those are the people whose feedback annoys you the most," but still seek them out, she advised. They don't have to be just people above you.

→ **Career vision.** The most valuable people in an organization are those who understand the needs and requirements of their bosses, Prosperi believes.

Seeing "the world through your bosses' eyes allows you to be very helpful." Also it is good practice for you, giving perspective on higher-level jobs.

"Then, when you get there, it will be easier," she added.

Standing-Room-Only Women Executives Share 'Career Advice'



Seminars focusing on career advice and opportunities draw a standing-room-only crowd.

→ **Choices.** Seek a balance in your life, Prosperi advised, admitting that this was not always easy.

As you get older, you realize you can't have everything; you need to make choices.

You are more productive and healthier on the job if you are happy in your personal life, so do things - at home and at work - that you enjoy.

Finest Agency in the World

"I have the greatest job at the FAA," Ann Rosenwald said about her position in the agency where she gets to support programs bringing about changes for employees.

Rosenwald has held a variety of positions in the agency since her arrival in 1972.

She has worked at the FAA Technical Center and the Alaskan Region as well as at Washington Headquarters. She is a private pilot.

Defining herself as a "career FAAer," Rosenwald spoke about agency traditions in relation to the traits its employees display as they advance in their careers. These traits include:

→ **Operational excellence.** Calling the FAA "the finest agency in the world," Rosenwald noted that the public expects 100% from the agency, so agency employees must be willing to give 100% as they progress in their careers.

→ **Mobility.** Moving within the agency and learning new skills fosters understanding of the system.

Room Only 'Care Strategies for Success'



es draw big crowds at FAA Headquarters.

One reason for acquiring a pilot's license was to gain the viewpoint of a user of the system, she said.

→ **Community leadership.** Participating in community activities is traditional for agency employees. "FAA people are real community leaders," Rosenwald noted.

→ **Loyalty.** Many senior managers "grew up" at the FAA, and saying negative things about where you're working isn't the way to get ahead, Rosenwald told the audience. Also if you really dislike your job, it's time to look for another.

→ **Growth.** There is an expectation at the FAA that employees can and will grow, she said. I still remember "the first person who said to me, 'when you're a supervisor....'"

There have been a lot of changes in the past few years, Rosenwald continued. Not long ago "there weren't any women role models, and there weren't many minorities either."

It wouldn't have been easy to find four women to sit up here on this panel 19 years ago, she stated.

"We need to be the change agents to bring about the next generation." You can lead from where you are by valuing the people around you, by valuing diversity, she said.

Review Your Goals

Glenda Tate, who has been at OST for 13 years, has worked in a variety of personnel planning and budget management jobs.

She came to OST from the Department of Justice.

"I started off as a GS-4, and by the time I was 28, I was a GS-15, so it can be done," Tate said.

Her list of things that foster career advancement includes:

→ **Goal setting.** Know where you want to be in the next two, three, five years, she said.

Also review your goals in relation to personal strengths and weaknesses.

Either neutralize the weaknesses or find ways to turn them into strengths, she advised.

→ **Awareness.** Learn the culture of your organization.

You don't have to go into an organization and emulate what's going on, but you should know the expectations for those in your job.

→ **Proper networking.** Don't let net-

working become an obsession. Time is valuable, so spend it wisely.

Talk to people about how they advanced to positions similar to those you'd like to hold, she advised.

→ **Assertiveness.** "Speak boldly, confidently," she said. "There is nothing wrong with it."

You may sometimes be ignored, but you will be heard.

→ **Balance.** "Think about balancing your career with family life. If your family life is good, then that has a positive influence on your work," she said.

Also define success in your own terms. It is "relative and also very personal," she added.

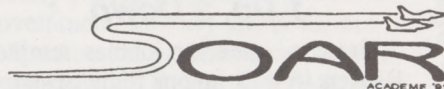
The panel discussion was sponsored by the Office of Civil Rights Federal Women's Program Committee as a Women's History Month activity.

Opportunities for Women

System Development Organization Starts 'SOAR'

The System Development Organization, AXD, is launching a program to improve FAA's representation of women in management and supervisory positions.

It's called SOAR -- System of Advancement and Recognition -- and will be advertised agencywide through a merit promotion announcement for 15 GM-15 positions in AXD.



The announcement is expected to hit the street in the near future.

While the program is aimed at recruiting women, it is open to all FAA employees.

The FAA Technical Center in Atlantic City is leading the effort for AXD and part of the outreach program includes workshops beginning this month.

The Technical Center will schedule, based on interest, workshops in convenient locations. A letter went out to all GM/GS 14 women in the agency in mid-April announcing the program and asking about interest in regionally located training workshops.

The sessions will cover SF 171 preparation and interviewing skills. It will focus primarily on how to compete successfully in an assessment center, much like that used for the Senior Executive Service Candidate Development Program.

Regional human resource personnel have received a news bulletin containing details of SOAR. Additional questions should be directed to Janis DiFabio at the Technical Center, FTS 482-5760.

SOAR stems from a commitment by Joe Del Balzo, Executive Director for System Development, and the AXD management team to help women attain higher grade level management positions.

Guide To Managing NAS Human Resource Issues

Coordination the Keystone in Publishing First Plan

The 1990 National Airspace System Human Resource Management Plan has now been published, reports the Office of the Associate Administrator for Human Resource Management (AHR).

This first plan is a high-level, national look at human resource issues associated with three major NAS systems in air route traffic control centers: the Initial Sector Suite Subsystem (ISSS), the Peripheral Adaptor Module Replacement Item (PAMRI) and the Voice Switching Control System (VSCS). Technically advanced computer-based modeling tools support the

analytical aspects of the plan.

The new HRM plan was developed among the offices of the associate administrators for Human Resource Management, Air Traffic and Airway Facilities, as well as the FAA Technical Center and the Aeronautical Center, so that the human resource issues evolving from NAS modernization can be looked at systematically.

Future NAS HRM plans will be expanded to include additional systems that will affect air traffic, airway facilities, Technical Center and Aeronautical Center employees in coming years.

For further information, contact Carol Maree, FTS 267-7346, Division of Human Resource Management Planning and Research, AHD-300.

Plan Ahead Submit Retirement Applications Early

Did you know you should submit your application for retirement (SF-2801 or SE-3107) and all supporting documents six weeks before the date you expect to retire?

This gives the retirement specialist time to:

→ Verify your service, civilian and military.

→ Advise you on the best date to retire.

→ Transfer your health benefits to the Office of Personnel Management (OPM).

→ Verify your life insurance coverage and transfer it to OPM.

→ Advise you of any documents left out of your initial submission and request that you submit them (DD-214, OPM-1538, SF-2818, etc.).

→ Answer your questions.

→ Furnish you with a copy of all documents, for your review, prior to the effective date of your retirement.

If you submit your application later than six weeks prior to the effective date, you will increase the chances that your first annuity check will be delayed.

Enough Intercoms?

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

St. Louis Airport Tests Visual Aid from page 1

That means lost airport capacity.

The new visual aid allows aircraft arrivals on two converging runways during IFR conditions. It shows up on TRACON and tower displays helping controllers space the arriving aircraft.

The converging runway display aid was developed under the Terminal ATC Automation Program.

The first computer software to deal with airport capacity, the display aid can be implemented in today's ARTS IIIA terminal computer systems without new hardware.

Program manager Peter Challan says, "The converging runway display aid is an example of the success that can be achieved when everyone is pulling together as a team."

The field evaluation is being jointly conducted by the Research and Development Service and the Air Traffic Plans and Requirements Service with the "enthusiastic cooperation" of the airport staff.

At the FAA Technical Center in Atlantic City, ATR-400 is developing the software for national placement; Air Traffic Rules and Procedures and Flight Standards are working on the accompanying procedures development.

Air Traffic Program Management is responsible for training the controllers

to use the new visual aid, while ACD-340 at the Technical Center and the Headquarters System Capacity Office are providing technical support.

Need more information on the project? Call Peter Challan, ARD-40, at Headquarters on FTS 267-3402, or Janis Hooten, assistant program manager, FTS 267-7603.

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 way to burn off extra calories and cut down on elevator usage.



Headquarters
Intercom

May 7, 1991
No. 91-18

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

Performance Management System Appraisals

Submit Forms to AHR-140 by Wednesday, May 15

The Performance Management System appraisal cycle ended at Headquarters on March 31. The system covers General Schedule and Prevailing Rate employees. Completed appraisals are to be turned in to the Employee Relations and Career Development Branch, AHR-140, by *Wednesday, May 15*.

Employees' ratings that must be extended, may not be extended past June 30, and AHR-140 must receive the completed appraisals by July 3.

For answers to questions on the performance appraisal system, contact Debbie Hensley, x73879.

Flightplan

Spring carnival. The DOT Volunteerism Committee is asking for donations of "recycled, top quality" children's clothing, toys and books to sell at their upcoming Spring Carnival.

Donations are also being accepted for other booths at the event, which is planned for *Wednesday, May 15*, in the Nassif building courtyard, 11:30 a.m. to 2 p.m.

Bargain books, white elephants, crafts, makeup, baked goods and other food will be on sale. Clowns, mimes and games will add to the carnival atmosphere.

Proceeds are for committee programs.

Contact Jeanne Smith, x69734, room 10203, Nassif building, concerning donations of children's gear.

Suzette Paes, x66393, and Nadine Rawls, x66388, are the contacts for other donations and additional information.

FWPC luncheon. Peggy Gilligan, the Administrator's Chief of Staff, is the featured speaker at the annual "Salute to Managers Luncheon" sponsored by the Federal Women's Program Committee.

The luncheon date is *Friday, June 28*, from 11:30 a.m. to 1 p.m. at the Phoenix Restaurant, 2950 Clarendon Boulevard, Arlington, VA.

Make reservations - space is limited - by *Friday, June 28*, with Marcia Adams, x73488, Lynda Griffin, x78136, Pat Haynes, x78211, or Laura Waters, x77854. The price is \$11.50.

Cosmic art. A new exhibition, "Art of the Cosmic Age," opens *Wednes-*

day, May 15, at the National Air and Space Museum. It brings together more than 70 paintings, drawings and other works by Soviet, North American and Western European artists.

The exhibition, which closes in December, concludes an international tour that began in Moscow.

Get to know AAS. The Advanced Automation System (AAS) is the topic of a one-day seminar scheduled for *Wednesday, May 15*.

Hosted by FAA's Advanced Automation Program Office, the conference runs from 8:30 a.m. to 5 p.m. at the MITRE Hayes Auditorium in McLean.

The conference aims to share AAS experiences with the technical community including representatives from government, industry and academia.

Speakers and panelists from the AAS team include FAAers and FAA support contractors - MITRE, TRW, LOGICON, Martin Marietta and the prime contractor IBM.

They will share their experiences obtained during the past few years, applying "Ada" - a new programming language - to AAS.

All FAAers are invited to attend this technical conference. Because space is limited to 350, registration will be made on a first come, first served basis.

Obtain a registration form by contacting Carolyn Strano, AAP-230, x79481.

Airline deregulation. A free lecture focusing on airline deregulation will be held on *Thursday, May 23*, at the National Air and Space Museum.

The 8 p.m. lecture in the Langley Theater features Welch Pogue.

Appointed chairman of the now-defunct Civil Aeronautics Board in 1942 by President Franklin Roosevelt, Pogue played a pivotal role in defining international aviation policy during World War II and the post-War era.

Women communicators. The Federal Aviation Club of ITC meets *every Wednesday*, September through June, from 12 noon to 1 p.m. in the 9th-floor conference room.

Formerly called Toastmistresses, the name has been changed to International Training in Communication.

Need more information? Contact Sylvine Blackwell, (202) 732-2395, or Len Baker, (202) 479-6884.

Asian/Pacific-Americans. The Asian/Pacific-American Committee (APAC) is holding weekly meetings in the 1000E conference room, on *Wednesdays* from 12 to 1 p.m.

The committee is preparing for activities to be scheduled celebrating Asian/Pacific-American Month in May.

Employees interested in participating are invited to attend the meetings.

Mat Asai, x77542, Ken Chin, x77227, or Alice Wong, (202) 646-2371, can be contacted for information.

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

Building Update

Job hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause injury or property damage.

Report all on-the-job hazards immediately by calling the PRIDE line, x77433.

Healthbeat

Health fair. Employees are invited to attend the first FAA Health Fair on *Wednesday, May 15*, in the Headquarters lobby.

Sponsored by the FAA Health Awareness Program, the fair runs from 11 a.m. to 2:30 p.m.

"The goal of our fair is to inform employees of the importance of good health and how to achieve it," says the FAA Clinic's Sam Hart.



The fair will feature free health pamphlets; blood pressure, glaucoma, cholesterol, oral and foot screening; compu-

terized health risk appraisal; and computerized cancer screening.

Participating organizations include:

FAA Clinic

FAA Employee Assistance Program

Blue Cross & Blue Shield

March of Dimes

District of Columbia Dental Society

American Red Cross

American Lung Association

District of Columbia Health Department

American Diabetes Association

American Cancer Society

Podiatrist Dr. Ian Beiser

Need more information? Contact Sam Hart, x77964.

Fun run, walk. A two-mile fun run and two-mile fun walk will highlight this year's Federal Fitness Day on *Wednesday, May 15*.

The event is sponsored by the President's Council on Physical Fitness and Sports and the Federal Interagency Health and Fitness Council to celebrate National Physical Fitness and Sports Month.

Open to all federal employees, the walk and run will take place on the athletic field near the Reflecting Pool, 17th and Independence Avenues NW.

Each team must have three men and three women.

Pick up registration forms at the FAA clinic, room 327, and return them by *Wednesday, May 8*, to Jerry Meade or

Benefits Update

Pre-Retirement Seminars in June and September

Several seminars that explain employee benefits and help future planning are on tap for FAAers in Headquarters throughout the year.

Sponsored by the Employee Relations and Career Development Branch, AHR-140, they include:

Pre-Retirement Seminar

June 10-14

For employees who are within five years of retirement. Nominations to be submitted through your organization's administrative officer.

Workman's Compensation Workshop

June 10

Space for 80 employees.

Workman's Compensation Workshop

June 19

For supervisors and managers.

Pre-Retirement Seminar

September 9-13

For employees who are within five years of retirement. Nominations to be submitted through your organization's administrative officer.

Financial Planning Briefing

September 18

Space for 80 employees.

Health Fair

November 12 (proposed)

Representatives from health insurance plans available for questions.

Thrift Savings Plan Briefing

November 19

Space for 100 employees.

For more info, call Ida Mack, x73881, or Barbara Claytor, x73873.

Sam Hart in the third-floor clinic.

Any questions? Call Jerry, x73945, or Sam, x77964.

Feedback

Travel advisories. Planning a flight to a foreign country?

It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

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.



U.S. SAVINGS BONDS

THE GREAT AMERICAN INVESTMENT

Blueprint for the Future

Capital Investment Plan Charts Aviation Modernization

The FAA has issued the first annual Capital Investment Plan which describes the policies and strategies the agency is pursuing to modernize the National Airspace System.

The plan is a blueprint for major improvements in the air traffic control system, including new weather, radar, communications and automation systems.

The plan identifies systems that will maintain aviation safety, reduce flight delays and ease the workloads of pilots and air traffic controllers.

By using advanced technologies and developing new products, the Capital Investment Plan allows the current system to evolve into one that satisfies
turn to Capital Investment Plan on page 2

May 14, 1991



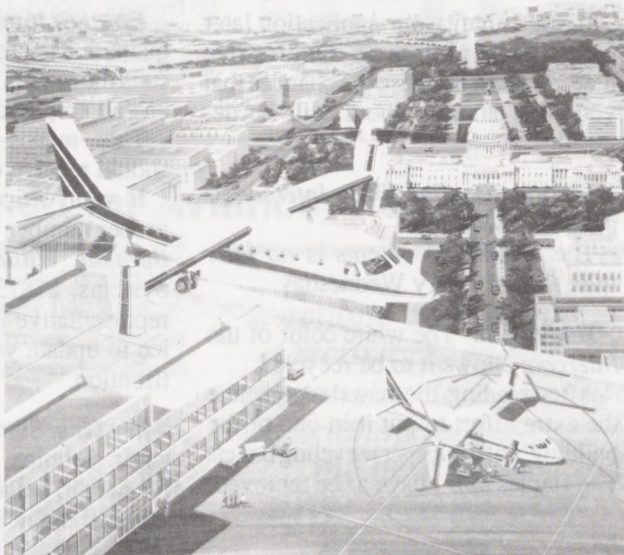
U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

Shuttle off to Boston on a Tiltrotor?

An artist's view of the hybrid tiltrotor, an aircraft that takes off vertically and flies like a fixed-wing plane, shows it shuttling passengers to and from Washington. The military is testing a version. Enthusiasts envision commercial tiltrotors flying people between major cities. Find out on pages 4 and 5 what the latest tiltrotor report says.



'Responsive' Controllers

Pilots Failed To Declare Fuel Emergency, NTSB Says

The pilots of a Colombian airliner that crashed on Long Island last year after running out of fuel were primarily at fault for the accident because they never declared an emergency when talking to controllers, the NTSB has determined.

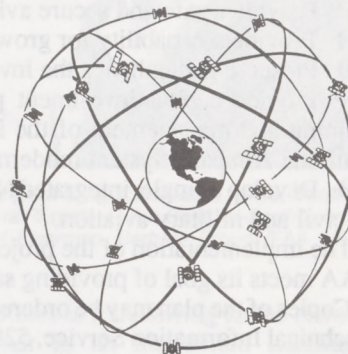
The Avianca 707 crashed on January 25, 1990, while trying to land at Kennedy International Airport. The accident killed 73 of the 158 people onboard, including both pilots.

The NTSB said the accident's probable cause was the "failure to communicate an emergency fuel situation to air traffic control before fuel exhaustion
turn to Pilots Blamed on page 3

Highlights

VIP Pilot. A former Air Force One pilot will answer questions following the premiere of a documentary on the presidential plane. Turn to page 8 for details.

Good Investment. Find out why savings bonds are a good investment on page 6.



Satellite Swap. U.S. and Soviet aviation experts are continuing their international cooperation.

On April 27 in Montreal, the FAA and the Soviet Commission for Airspace and Air Traffic Control exchanged avionics receivers capable of tuning to U.S. and Soviet navigation satellites.

The Soviets swapped a receiver that zeroes in on its Global Orbiting Navigation Satellite System – GLONASS for short – with an American version that tunes to the U.S. Global Positioning System – GPS for short.

The receivers will be used for laboratory and flight tests to establish performance standards for a single, integrated joint satellite system by the mid-1990s.

GPS and GLONASS are designed to provide precise navigation and positioning data via satellite signals to aircraft.

The satellite information is accurate in all weather conditions, anywhere on or near the surface of the earth.

The satellite systems are less
turn to Highlights on page 2

Capital Investment Plan *continued from page 1*

growing aviation demands. FAA Administrator James Busey said the plan supports FAA's Strategic Plan and is consistent with DOT Secretary Sam Skinner's National Transportation Policy.

"The Capital Investment Plan is flexible and practical," Busey said. "It preserves the basic foundation of the system, but it can accommodate future change."

A unique feature of the plan is the distinction made between near-term planning (1991-95) for those projects to which the FAA is firmly committed and long term planning (1996-2006) for those projects that require further definition.

The Capital Investment Plan has six major goals:

- Provide a safe and secure aviation infrastructure.
- Provide a capability for growth and flexibility.
- Preserve and enhance the investment already made in the NAS.
- Provide capital investment projects to support the logistics, personnel training and management of the information and human resource aspects of National Airspace System modernization.
- Develop a single, integrated National Airspace System that meets the needs of civil and military aviation.

The implementation of the projects described in the plan will ensure that the FAA meets its goal of providing safe and efficient use of the nation's airspace.

Copies of the plan may be ordered from the Sales Order Department, National Technical Information Service, 5285 Port Royal Road, Springfield, VA 22161.

The price is \$27 per copy and \$11 per microfiche copy. Customers may also contact the sales desk at 1-800-553-6847.

Highlights *from page 1*

susceptible to pilot navigation error, will help in charting more direct air routes and give air traffic controllers precise surveillance over the oceans.

Plan Ahead. Did you know you should submit your application for retirement (SF-2801 or SF-3107) and all supporting documents six weeks before the date you expect to retire?

This gives the retirement specialist time to:

- Verify your service, civilian and military.
- Advise you on the best date to retire.
- Transfer your health benefits to the Office of Personnel Management (OPM).
- Verify your life insurance coverage and transfer it to OPM.
- Advise you of any documents left out of your initial submission and request that you submit them (DD-214, OPM-1538, SF-2818, etc.).
- Answer your questions.
- Furnish you with a copy of all documents, for your review, prior to the effective date of your retirement.

If you submit your application later than six weeks prior to the effective date, you will increase the chances that your first annuity check will be delayed.

Wednesday Deadline. *Intercom* is published weekly.

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

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 office paper recycling boxes. The staples *don't* have to be removed.

Headquarters
Intercom

May 14, 1991
No. 91-19

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

Travel Advisories. Planning a flight to a foreign country?

It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

Bad Back? A Rhode Island grand jury has returned a 10-count fraud indictment against a former FAA worker over disability payments.

Labor Department investigators allege that the worker received workers' compensation benefits for an alleged job-related back injury that made work impossible.

Over seven years, the government says the worker received about \$150,000 in federal payments.

While on disability, the government alleges, the worker started and now runs a large water-treatment firm.

If convicted the charges could bring a maximum 50-year prison term and a \$2.5 million fine.

Enough Intercoms? 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, contact *Bernida Williams* in Management Systems, x78735, or the distribution representative for your office or service to update your organization's distribution.

Try This. 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 way to burn off 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.

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

They Made It

'90 Women's Executive Leadership Class Graduates

Twelve FAAers recently graduated from the 1990 Women's Executive Leadership (WEL) program. Three have already started new FAA jobs.

The new WEL graduates successfully completed their year-long program, which included 30- and 60-day assignments away from their regular jobs, "shadowing" Senior Executive Service FAAers for a week, interviewing agency executives, several weeks of management development training and self-awareness and developmental training.

Graduation on March 22 in Washington and a three-hour management presentation were highlights.

Graduation speaker, Brigadier General Clara L. Adams-Ender, focused on ways to achieve their best.

Several WEL participants began new jobs after graduation.



Women's Executive Leadership graduates, standing left to right: Katherine Jones, Marsha Fisher, Jennifer Nakazawa, Carmen Calabro, Debra Plymate, Gwen Gauthier-Godfrey and Stephany Watson. Seated, left to right: Sheryl Klearman, Barbara Brown (FAA WEL coordinator) and Elizabeth Reid.



Katherine Jones is transferring to the Aeronautical Center as an Instrument Landing System instructor at the FAA Academy, Sherry Taylor was promoted to an Advanced Automation System technical program manager and Carmen Calabro will become an Advanced Automation Laboratory Building project manager.

Pilots Blamed for Avianca Crash on Long Island from page 1

occurred." The board also said the actions of controllers were "proper and responsive" to a priority handling request and that controllers "did not understand that an emergency situation existed."

As contributing factors, the NTSB listed:

→ The flightcrew's failure to use an airline operational control dispatch system to assist them during the international flight into a high-density airport in poor weather.

→ Windshear, crew fatigue and stress were factors that led to an unsuccessful first approach to JFK.

→ Inadequate traffic flow management by the FAA and a lack of standardized, understandable terminology for pilots and controllers for minimum and emergency fuel states.

The first officer, who made all recorded radio transmissions in English,

... actions of controllers were 'proper and responsive' to a priority handling request.... the first officer never used the word 'emergency'....

National Transportation Safety Board

never used the word "emergency," even when he radioed that two engines had flamed out, the NTSB said.

He also did not use the appropriate phraseology published in the U.S. aeronautical publications to tell controllers of the flight's minimum fuel status, the board concluded.

Although the board said the first officer was "sufficiently proficient" in English to be understood by controllers, "he incorrectly assumed that his request for priority handling had been understood as a request for emergency handling."

Report Job Hazards at Headquarters

Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause injury or property damage.

Report all on-the-job hazards immediately by calling the PRIDE line, x77433.



U.S. SAVINGS BONDS
THE GREAT AMERICAN INVESTMENT

'Vertiports' on the Horizon?

New Report Highlights Potential of 'Tiltrotor'

Imagine this. For half the cost of a single new, major airport, a network of 12 urban "vertiports," including the cost of 165 proposed 40-passenger hybrid aircraft could be installed in the congested Boston-to-Washington corridor serving 12 million passengers a year.

That's the vision in a recently released joint FAA-NASA study outlining the feasibility of using tiltrotor aircraft in the United States.

Tiltrotor aircraft can fly forward on level flight like conventional airplanes and can tilt the motors upward to permit verticle takeoffs and landings.

The report calls for the formation of a public-private partnership to accelerate the development of civil tiltrotor aircraft and the infrastructure needed to support commercial tiltrotor flight.

According to NASA/FAA projections, by the year 2000, the demand could exceed 2,600 commercial tiltrotor aircraft worldwide.

Of these, nearly 1,300 would be in

the United States. The study also projects a worldwide market for nearly 5,000 commercial tiltrotors by the year 2010.

Projections indicate that a 39-passenger derivative of the V-22 Osprey tiltrotor is the likeliest candidate for the first economically and technically feasible commercial tiltrotor. Four V-22 aircraft are currently being flight tested under the supervision of the U.S. Navy.

The report highlights several potential uses of commercial tiltrotor. They are:

→ **Urban area to urban area.** Examples of urban-area-to-urban-area markets are the Northeast corridor,

The study also projects a worldwide market for nearly 5,000 commercial tiltrotors by the year 2010.



The military version of the tiltrotor, like this one, could be expanded

Dallas/Ft. Worth to Houston and Los Angeles to San Francisco.

These markets contain strong flows of business travel and ground access to major airports is already difficult, particularly during morning and afternoon peak times.

Because of the importance of these hubs, inclement weather can reduce capacity as much as 50%, sending a delay ripple through the entire nation's airspace.

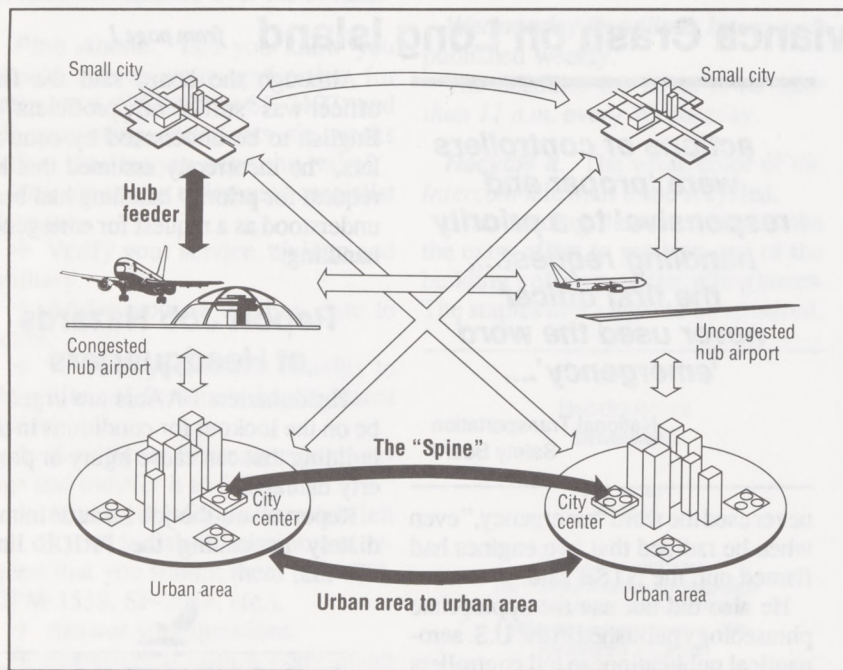
The report says that a tiltrotor system interconnecting the Boston, New York, Philadelphia and Washington urban areas would require about 12 vertiports strategically located within high-travel population centers.

These vertiports would intercept travelers within a corridor close to their origin or destination.

Operating in place of an existing fixed-wing shuttle system, the tiltrotor network could divert up to 15% of today's total passenger traffic away from the area's major airports and relieve 10% of the fixed-wing operations, according to the report.

Tiltrotor service in this market would provide an airborne form of intercity mass transit.

→ **'Spine' network service.** The report says the "spine" network would connect two or more city centers or high-density travel concentrations where

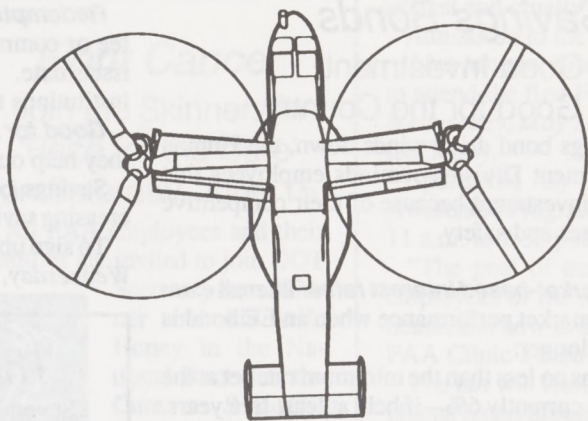


This graphic shows how tiltrotors could be used three ways: urban area to urban area, 'spine' network service and high-density hub feeder.

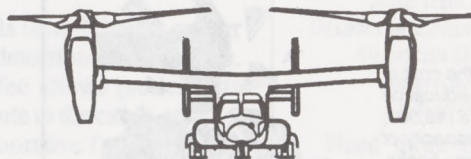
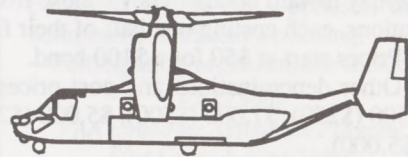
A proposed family of commercial tiltrotors could carry between eight and 75 passengers.



could be expanded to carry commercial passengers.



Here are three views of the Bell Boeing V-22 Osprey, the military tiltrotor currently being tested by the Navy.



Los Angeles to San

of business
ports is already
and afternoon

ubs, inclem-
uch as 50%,
ire nation's

m intercon-
delphia and
re about 12
high-travel

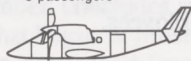
elers within
nation.

wing shuttle
rt up to 15%
ay from the
of the fixed-
rt.

l provide an
ort says the
or more city
ions where

tiltrotors could
75 passengers.

8 passengers



■ New high-wing design

19 passengers



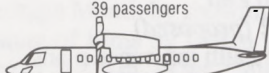
■ New low-wing design

31 passengers



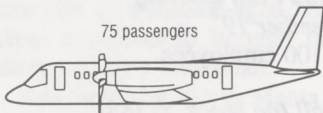
■ Nonpressurized fuselage

39 passengers



■ New pressurized fuselage

75 passengers



■ New low-wing design

an urban-to-urban area tiltrotor market has not yet emerged.

These markets demand high frequency service and short ground access times.

Examples of potential spine markets that would tend to function independently of major airports are: Minneapolis/St. Paul-Detroit-Pittsburgh-Washington; Vancouver, B.C.-Seattle-Portland; and San Francisco-Sacramento.

→ **High-density hub feeder.** A tiltrotor operating in the hub feeder market would connect small cities currently served by smaller turboprop airplanes with congested or slot-constrained hub airports.

In this market, the tiltrotor could provide the operator a competitive edge by avoiding or reducing the pressure on existing slots, gates and precision approach airspace.

Tiltrotor backers envision commercial aircraft shuttling passengers between Boston, New York, Philadelphia and Washington.

Extra hub airport capacity would be provided by the onsite vertiport.

As much as 15% of a congested airport's operation could be diverted to a tiltrotor hub feed system.

In the Northeast corridor, a combined urban-area-to-urban-area and hub feeder system, if available today, could make as many as 1,000 runway slots available each day, the report says.

Savings Bonds

A Good Investment

That's Good for the Country

As FAA's savings bond drive winds down, the Human Resource Management Division reminds employees that bonds are a good investment because of their competitive rates, tax advantages and safety.

Here's why:

Competitive market-based interest rates. Interest earnings are based on market performance when an EE bond is held five years or longer.

An EE bond earns no less than the minimum rate set at the time of purchase – currently 6% – if held at least five years.

Denominations. Payroll savers allot just a few dollars a payday toward bonds. They choose from several denominations, each costing one-half of their face value.

Prices start at \$50 for a \$100 bond.

Other denominations and cost prices are \$200 (\$100), \$500 (\$250), \$1,000 (\$500), \$5,000 (\$2,500) and \$10,000 (\$5,000).

Payroll savings plan. Payroll savings is an easy way to save and invest. You decide what you can afford – just a few

By the year 2006, the cost of a four-year college education could be nearly \$148,000, way beyond the capacity of most people's piggy banks.



dollars a pay period toward a bond, or purchase a bond each payday.

It's your choice to decide what denomination you want and how much you want to spend each pay period.

Tax advantages. The interest on savings bonds is exempt from state and local income taxes, and federal income taxes may be deferred until a bond is cashed or reaches final maturity after 30 years.

Bonds purchased after January 1, 1990, which are used to pay tuition and fees for institutions of higher education, are completely tax free, subject to income limitations.

Maturity. New series EE bonds have an original maturity of 12 years, the maximum time it takes a bond to reach its face value.

All EE bonds have been granted extension periods beyond their original maturities bringing their interest-bearing lives to 30 years.

Safety. As registered Treasury securities, savings bonds are backed by the full faith and credit of the United States. If bonds are lost, stolen or destroyed, you simply apply for a replacement.

Redemption. Savings bonds may be redeemed, without fee or commission, at any time after six months from the issue date. Most commercial banks and other financial institutions throughout the country redeem bonds.

Good for America. Bonds are not only good for buyers, they help our country too.

Savings bonds strengthen the national economy by increasing savings and reducing the cost of financing the debt.

To sign up, contact your office savings bond canvasser by *Wednesday, May 15.*

Thinking about Retiring?

Several seminars that explain employee benefits and help future planning are on tap for FAAers in Headquarters throughout the year.

Sponsored by the Employee Relations and Career Development Branch, AHR-140, they include:

Pre-Retirement Seminar

June 10-14

For employees who are within five years of retirement. Nominations to be submitted through your organization's administrative officer.

Workman's Compensation Workshop

June 10

Space for 80 employees.

Workman's Compensation Workshop

June 19

For supervisors and managers.

Pre-Retirement Seminar

September 9-13

For employees who are within five years of retirement. Nominations to be submitted through your organization's administrative officer.

Financial Planning Briefing

September 18

Space for 80 employees.

Health Fair

November 12 (proposed)

Representatives from health insurance plans available for questions.

Thrift Savings Plan Briefing

November 19

Space for 100 employees.

For more info, call *Ida Mack, x73881,*
or *Barbara Clayton, x73873.*

Flightplan

Salute to managers. Peggy Gilligan, the Administrator's Chief of Staff, is the featured speaker at the annual "Salute to Managers Luncheon" sponsored by the Federal Women's Program Committee.

The luncheon date is *Friday, June 28*, from 11:30 a.m. to 1 p.m. at the Phoenix Restaurant, 2950 Clarendon Boulevard, Arlington, VA.

Make reservations - space is limited - by *Monday, June 24*, with Marcia Adams, x73488, Lynda Griffin, x78136, Laura Waters, x77854, or Pat Haynes, x78211. The price is \$11.50.

Cosmic art. A new exhibition, "Art of the Cosmic Age," at the National Air and Space Museum brings together more than 70 paintings, drawings and other works by Soviet, North American and Western European artists.

The exhibition, which closes in December, concludes an international tour that began in Moscow.

Be a 'mentor.' A "mentoring" training session will be held *Wednesday, May 22*.

Delores Burton of DP Associates will lead the training from 9:30 a.m. to 12 noon in FAA Headquarters room 8A&B.

The session is sponsored by AHR-100 in recognition of Asian/Pacific Heritage Month.

For more information, contact John Ogden, x77379.

Women directors. On *Wednesday, May 22*, the National Air and Space Museum will celebrate Asian/Pacific Heritage Month by showing a double-feature of films by Indian women directors at 8 p.m. in the Langley Theater.

In *Parama* by Aparana Sen, the routine life of a middle-aged housewife from a well-to-do Bengali family is disrupted by a love affair.

Rao Saheb by Vijaya Mehta focuses on the heated intellectual debate in the 1920s over Brahmin discrimination

Fight Cancer

Join the Skinners in
'Race for the Cure'
on Saturday, June 15

All FAA employees and their families are invited to join DOT Secretary Sam Skinner and his wife Honey in the National Race for the Cure on *Saturday, June 15*.



RACE FOR THE CURE

The event begins at 8:10 a.m. with celebrity aerobics at Freedom Plaza, 13th Street and Pennsylvania Avenue NW.

Participants may choose a 5K run at 8:30 a.m., a 5K walk at 8:35 a.m. or a 1-mile fun walk at 8:40 a.m.

Proceeds benefit breast cancer research, detection and education.

A \$16 fee allows participants to contribute to the cause, receive a commemorative T-shirt and pair of DOT exercise shorts, a chance to win a new car and an opportunity to meet and be photographed with the Skinners.

After the race, FAAers are invited to pick up refreshments in Freedom Plaza and cross the street to Pershing Plaza to picnic with the Skinners.

Deadline for registering is *Monday, June 3*.

FAAers can register between 11 a.m. and 2 p.m., Monday through Friday, in the main lobby of FAA Headquarters, the Nassif building's southwest lobby and the Transpoint fitness center.

Also register from 8:30 a.m. to 4:30 p.m. in room 2318 of the Nassif building.

Any questions? Call x60815.

Fliers and posters are displayed in Headquarters.

against and cruelty to widows.

Admission to the films is free.

Live longer. Employees are invited to attend the first FAA Health Fair on *Wednesday, May 15*, in the Headquarters lobby.

Sponsored by the FAA Health Awareness Program, the fair runs from 11 a.m. to 2:30 p.m.

"The goal of our fair is to inform employees of the importance of good health and how to achieve it," says the FAA Clinic's Sam Hart.

The fair will feature free health pamphlets; blood pressure, glaucoma, cholesterol, oral and foot screening; computerized health risk appraisal; and computerized cancer screening.

Participating organizations include:

FAA Clinic

FAA Employee Assistance Program
Blue Cross & Blue Shield

March of Dimes

District of Columbia Dental Society
American Red Cross

American Lung Association

District of Columbia Health Department
American Diabetes Association

American Cancer Society

Podiatrist Dr. Ian Beiser

Need more information? Contact Sam Hart, x77964.

Airline deregulation. A free lecture focusing on airline deregulation will be held on *Thursday, May 23*, at the National Air and Space Museum.

The 8 p.m. lecture in the Langley Theater features Welch Pogue.

Appointed chairman of the now-defunct Civil Aeronautics Board in 1942 by President Franklin Roosevelt, Pogue played a pivotal role in defining international aviation policy during World War II and the post-War era.

Women communicators. The Federal Aviation Club of ITC meets *every Wednesday*, September through June, from 12 noon to 1 p.m. in the 9th-floor conference room.

Formerly called Toastmistresses, the name has been changed to International Training in Communication.

Need more information? Contact Sylvine Blackwell, (202) 732-2395, or Len Baker, (202) 479-6884.

FAA Remembers

Richard W. Burbank, Jr. Richard W. Burbank, Jr., died April 28.

He was the husband of Phyllis Burbank, Employee Relations and Career Development Branch.

In his memory, contributions are being accepted through May 17 by AHR-140, room 516, for the Lake of the Woods Church and the Lake of the Woods fire and rescue department, Locust Grove, VA.

Building Update

Loading dock renovations. Renovations began in mid-May on the FAA Headquarters loading dock.

Now, all deliveries are routed to the 9th Street side of the building.

For the next two months - dating from May 13 - here are changes for deliveries, DOT shuttle bus service, trash pick-up and outside parking.

→ Mail deliveries are dropped off at 9th Street and transferred to the mail room by the movers.

→ Warehouse deliveries are *not* accepted in the building for six weeks.

→ The DOT shuttle bus picks up passengers at the Independence Avenue driveway at the regularly scheduled times.

→ Trash is bagged and placed in small yellow carts for easy access through the single doors of the building's lobby.

Offices are asked to curtail major cleanup requiring large trash storage.

→ Parking meters on 9th Street are blocked off and signs posted to allow room for trucks to turn into the driveway.

Missing something? Did you know that items lost in the building can be retrieved if they have been turned in to the building's management?

If you recently lost something, call **Nat Mosby** in the DOT Nassif Building, x64683.

Mosby's office keeps a list of lost items and holds them for 30 days. After that, they are turned over to the General Services Administration for disposal.

Meet an Air Force One Pilot

Documentary Premieres at Smithsonian May 16,
Airs on National Television May 20



The filmmaker, along with a former presidential pilot and an aide, will introduce the premiere of the documentary *Air Force One: The Plane and the Presidents - Flight II* at the National Air and Space Museum on **Thursday, May 16.**

It takes place at 8:15 p.m. in the Langley Theater.

Tickets cost \$7 for Smithsonian Resident Associates and \$9 for non-members and are expected to be available at the door.

Call (202) 357-3030. The Smithsonian TDD - telecommunications device for the deaf - is (202) 357-1729.

Elliott Sluhan, writer, producer and director, will acquaint the audience with his film, which will be telecast nationally **Monday, May 20**, on PBS stations.

Jerald terHorst, press secretary to President Gerald Ford, and retired Col. Ralph Albertazzie, the U.S. Air Force pilot who routinely transported President Richard Nixon, will answer questions following the screening.

Narrated by Charlton Heston, the 90-minute film traces the role of the "flying White House" from Franklin Delano Roosevelt's trip to Casablanca in 1943 aboard a "flying boat" to recent presidential excursions on the incredibly complex pair of new 747-200s.

Using contemporary footage and interviews with Presidents Ford, Carter, Reagan and Bush, the film gives viewers, for the first time, a genuine feel of what it's like to be aboard these extraordinary aircraft. A special feature of the film is an exclusive inside look at the newest Air Force One.

Events, trivial and momentous, are recounted.

The audience will learn that President Truman's birthday cake wouldn't fit through the aircraft's door, and they will discover that the flight carrying Secretary of State Alexander Haig to Anwar Sadat's funeral in Egypt had some protocol problems.

Haig used the presidential cabin while three ex-Presidents and former Secretary of State Henry Kissinger traveled for 18 hours "in steerage."

Sluhan's first documentary on presidential aircraft was shown nationally on PBS in 1985.



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

International Team

New Faces in Brussels, London and Rome

FAA now has three new management team members for its Europe, Africa and Middle East Office.

They are *Patrick N. Poe*, the new Director of the office located in Brussels; *Emily M. Trapnell*, who replaces Poe as FAA Senior Representative to London; and *Steven B. Wallace*, selected as the new FAA Senior Representative to Rome.

In announcing the selection of the new team, Michael Moffet, Assistant Administrator for Policy, Planning and International Aviation, API-1, says he is "delighted to have Pat take over the

turn to New Team on page 2

Cultural Mosaic

May Highlights Heritage of Asian Pacific Americans

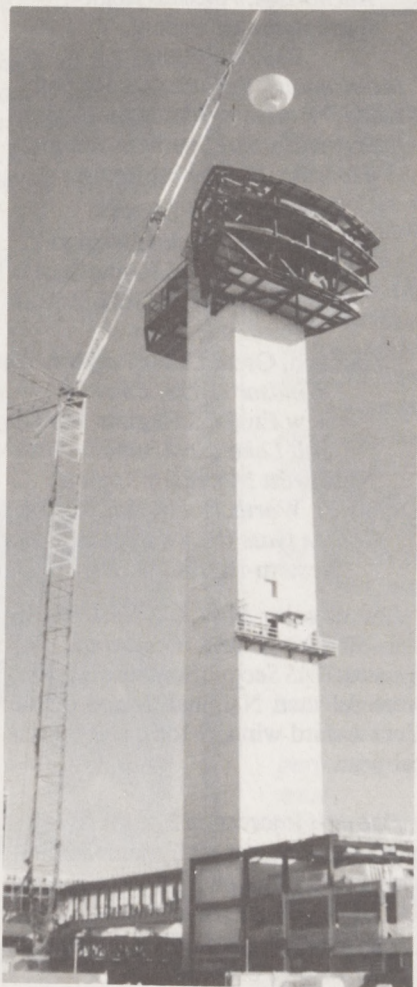
May offers a chance for all DOT employees to "deepen our understanding and appreciation for the rich dignity of the diverse Asian Pacific American population," says DOT Secretary Sam Skinner.

In a memo to all workers, Skinner said knowing more about Asian Pacific American heritage adds to the appreciation of the "wonderful mosaic of cultural diversity in this country."

May marks the second annual Asian Pacific American Heritage Month.

Skinner said the celebration acknowledges the "unique strengths and abilities of Asian Pacific Americans in and out of government."

Their contributions, the DOT Secretary said, "attest to their firm commitment to meeting our country's challenges."



Up It Goes

A construction crane lifts an antenna rotodome to the top of the new Kennedy International Airport tower.

Hoisted in place last month, the radar is called ASDE-3, a new, technologically advanced, ground-mapping radar that will help controllers keep track of taxiing aircraft.

Electronic equipment for the new radar is scheduled to be installed in June 1992 and become operational that October.

The new tower, still under construction, will be 321 feet tall - the country's highest - and is part of a billion-dollar airport renovation program by the Port Authority of New York and New Jersey.

Photo by Eileen Krugel

Secretarial Odes

FAAers Pen Top Essays

FAAers took top honors in this year's DOT-wide secretarial essay contest.

Linda Berkowitz, who works in the Southern Region's Airports Division in Atlanta, was the winner.

She received a plaque and a \$100 savings bond.

First runner-up was *Carole McClure*, who works for Northwest Mountain Region's Aircraft Certification in Long Beach, CA. She received a plaque.

*Find out what the winners said in their essays.
Turn to page 3.*

This year's theme, "Changing Profession for a Changing World," drew 103 entries DOT-wide. More than half, 58, came from the FAA.

Berkowitz and McClure were among six FAAers who made the 10 semi-
turn to Top Essays on page 2

Highlights

TCAS Update. The manufacturer of one brand of aircraft collision avoidance equipment - known as TCAS - is fixing defects.

On May 2, the FAA ordered that a collision avoidance system, made by Collins Commercial Avionics, be temporarily taken out of service.

The FAA took the action because of a few incidents in which the Collins TCAS II has given false indications of the near proximity of other aircraft.

Units made by Bendix/King Avionics and Honeywell were not affected and are performing properly, the FAA said.

The Collins units account for about
turn to Highlights on page 2

Top Essays *from page 1*

finalist slots in the annual event sponsored by the DOT Federal Women's Program Managers Intra-Departmental Council.

Other FAA semifinalists were:

→ *Sandy Dominy*, Southern Region, Civil Aviation Security Division, Atlanta.

→ *Greta Gonzales*, Southwest Region, Flight Standards Division, Baton Rouge, LA.

→ *Kathryn Rizzardi*, Office of the Executive Director for System Development, Washington, DC.

→ *Stephanie Shriver*, Eastern Region, Airway Facilities Division, Jamaica, NY.

See page 3 for the two top winning essays by Berkowitz and McClure.

Highlights *from page 1*

one-third of 700 TCAS installations now on airliners.

"While these false alerts have not resulted in any safety hazards," FAA Administrator James Busey said, "in some cases they have caused unnecessary distractions from the tasks of very busy controllers."

Collins said modified production units are being shipped, and the company plans to have modifications completed on existing units in 90 days.

More Women Controllers. While the women controller work force has doubled in the past decade, the agency still has a long way to go, said FAA Administrator James Busey.

Busey, who spoke to members of the Professional Women Controllers meeting in Fort Worth on May 3, said FAA is working to attract more women to become controllers.

Approximately 12.7% of the controller workforce are women.

"Women represent a very underutilized talent pool for the aviation industry," Busey said.

One of the Top. In a May 7 *Intercom* article, the Airway Facilities Service named its National Sector of the Year Award winners for fiscal year 1990

and the top regional sectors from which they were selected.

The Great Lakes ARTCC winner was given incorrectly as Indianapolis. Tops in that region is the *Minneapolis Air Route Traffic Control Center*.

Tops in the regions are:

Air Route Traffic Control Center Sectors

Anchorage, Alaskan Region
Washington (Leesburg, VA), Eastern Region

Minneapolis, Great Lakes Region
Seattle, Northwest Mountain Region
Jacksonville, FL, Southern Region
Houston, Southwest Region

General NAS Sectors

North Alaska, Alaskan Region
St. Louis, Central Region
Empire (Syracuse, NY), Eastern Region

Chicago, Great Lakes Region
Windsor Locks, CT, New England Region
Salt Lake City (Hub)

Northwest Mountain Region
Dallas/Ft. Worth, Southwest Region
Golden Gate (Hayward, CA), Western-Pacific Region

Los Angeles ARTCC (Western-Pacific Region), and *Columbia, SC*, General NAS Sector (Southern Region) were selected National Sector of the Year Award winners for the 1990 fiscal year.

Enough Intercoms? 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, contact

Headquarters

Intercom

May 21, 1991
No. 91-20

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

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

New Team *from page 1*

European headquarters office and pleased that Emily and Steve are joining the international team.

All three appointees have long-standing FAA experience and, I believe, will contribute significantly to the FAA overseas operations."



Pat Poe

Poe joined the FAA as National Training Systems manager in 1977 and has managed a variety of U.S. aviation programs since that time.

Serving as the FAA Senior Representative in London from August 1987 to

January 1991, he worked closely with senior government officials in the northwestern European and Nordic countries to promote cooperative efforts in aviation safety and security.

From 1985 to 1987 he was program manager of the agency's Logistics and Inventory System.

Trapnell, who joined the agency in 1978 as an attorney, has held several legal positions.

As FAA Deputy Chief Counsel she managed FAA's legal program nationwide and served as the primary career-service legal advisor on aviation matters to the Administrator and the Secretary of Transportation. In addition, Trapnell handled the legal aspects of federal regulation of civil aviation.

Wallace started his FAA employment in 1976 and for the past seven years has served in the Transport Airplane Directorate, Northwest Mountain Regional Office, most recently as manager, Transport Standards Staff.

Before his work in aircraft certification, Wallace, who replaces James Murphy, was general attorney in both the Eastern and Northwest Mountain regional offices.

Top Secretarial Essays

See story beginning on page 1.

By Linda Berkowitz

6:00 a.m.: Rise and shine. Drive Alex to the day care center.

8:00 a.m.: Mrs. Jones, I can make those changes. "Open file, delete, add paragraph, save, print. Move over big dusty Webster, I have spell check at my finger tips."

9:00 a.m.: Mr. Henry, I can create a data base which will compile that information. "This will make things so much easier for him." I have completed the budget. "Thanks Lotus 1-2-3."

1:00 p.m.: Don't worry, Mr. Hall. I can FAX that information.

A newsletter is a wonderful idea. "I can't wait to try desk top publishing." Edna, I'll send out reminders to everyone about your meeting using electronic mail.

5:00 p.m.: Time to leave work, pick up Alex, go home and cook dinner. "I love my microwave."

6:30 p.m.: Honey, my boss really liked some of my ideas today. He said I am very creative and innovative.



Linda Berkowitz, right, receives award from Pat Webster during Washington ceremony. She won the top prize in DOT's annual writing contest.



Carole McClure, right, accepts runner-up plaque from Pat Webster.

By Carole McClure

CHANGE!! It's all around us! Today's secretary does more than type, take dictation, and answer telephones. The world is changing rapidly. Now secretaries act as travel agents, diplomats, liaisons, budget analysts, payroll clerks, facilitators, grammarians, writers, and business machine and computer experts.

We develop workable people skills by interacting with a cross segment of the general population and aviation community.

We must also keep abreast of today's highly technical environment by mastering the most revolutionary device of our age, the **COMPUTER!**

I Can do anything

Once I put my mind to it.

By Merely pressing the required buttons, I can Print, paragraph, or paginate.

Utilizing this revolutionary invention

Takes all the toil and guesswork away. So,

Expand your mind and take advantage of this marvelous

Resource. You should then epitomize today's perfect secretary in a changing, technological climate.

STAY ALERT, STAY INTERESTED, AND BY ALL MEANS STAY COMPUTER LITERATE!

Learn the Workings of the Federal Advisory Committee Act

Federal Advisory Committee Act (FACA) management is the topic of a course the General Services Administration conducts periodically.

The next three-day FACA training (course 810, session 04) – the last session for 1991 – is scheduled for July 23-25 at the GSA Training Center in Arlington, VA.

FAA's Committee Management Officer, AMS-1, recommends the training for those who provide staff support or legal advice to an FAA advisory committee and for individuals who

serve as the designated federal official for an advisory committee – for example, committee management officers, staff contact persons and general counsel staff.

The class describes basic FACA requirements; gives the oversight responsibilities of FACA management; identifies types of advisory committees; outlines the roles and responsibilities of key officials in FACA management; summarizes the responsibilities of the President and Congress under the act; delineates steps in committee

chartering and management; and identifies ethical issues associated with FACA management.

Cost of the training is \$210, and each attendee must submit form 182, "Request, Authorization, Agreement, and Certification of Training," through their training coordinator to AHR-140. The training request should be submitted at least six weeks before the course begins.

For additional information on submitting the form, contact AHR-142 on FTS 267-7379.

Healthbeat

Breast cancer checks. The Headquarters Health Awareness Program is sponsoring several days of breast cancer screening - *Tuesday through Friday, July 23 to 26.*

This year's screening program has been changed from its usual April schedule because the medical firm that customarily did the screenings discontinued its mobile mammography unit and because of construction outside the building.

This year, Radiation Physics, Inc., of Beltsville, is doing the screening with a mobile unit at Headquarters.

For more information, call Sam Hart, x77964.

Race with Sam. All FAA employees and their families are invited to join DOT Secretary Sam Skinner and his wife Honey in the National Race for the Cure on *Saturday, June 15.*

The event begins at 8:10 a.m. with celebrity aerobics at Freedom Plaza, 13th Street and Pennsylvania Avenue NW.

Participants may choose a 5K run at 8:30 a.m., a 5K walk at 8:35 a.m. or a 1-mile fun walk at 8:40 a.m.

Proceeds benefit breast cancer research, detection and education.

A \$16 fee allows participants to contribute to the cause, receive a commemorative T-shirt and pair of DOT exercise shorts, a chance to win a new car.

After the race, FAAers are invited to pick up refreshments in Freedom Plaza and cross the street to Pershing Plaza to picnic with the Skinners.

Deadline for registering is *Monday, June 3.*

FAAers can register between 11 a.m. and 2 p.m., Monday through Friday, in the main lobby of FAA Headquarters, the Nassif building's southwest lobby and the Transpoint fitness center or from 8:30 a.m. to 4:30 p.m. in room 2318 of the Nassif building.

Any questions? Call x60815.

Wanted: Room and Board for Students

With more cooperative education (co-op) students from across the country working at FAA Headquarters, the need for affordable housing has become vital.

FAAers can help alleviate the problem by renting an extra room or other property to these young people, many of whom are living in the Washington area for the first time.

If you can help, please contact Fred Williams, x77963, or Sonia Melendez, x73417.

Flightplan

Salute to managers. Peggy Gilligan, the Administrator's Chief of Staff, is the featured speaker at the annual "Salute to Managers Luncheon" sponsored by the Federal Women's Program Committee.

The luncheon date is *Friday, June 28*, from 11:30 a.m. to 1 p.m. at the Phoenix Restaurant, 2950 Clarendon Boulevard, Arlington, VA.

Make reservations - space is limited - by *Monday, June 24*, with Marcia Adams, x73488, Lynda Griffin, x78136, Pat Haynes, x78211, or Laura Waters, x77854. The price is \$11.50.

The committee's last meeting before summer break is *Wednesday, June 5*, 11 a.m. in the Civil Rights conference room.

Cosmic art. A new exhibition, "Art of the Cosmic Age," at the National Air and Space Museum brings together more than 70 paintings, drawings and other works by Soviet, North American and Western European artists.

The exhibition, which closes in December, concludes an international tour that began in Moscow.

Women communicators. The Federal Aviation Club of ITC meets *every Wednesday*, September through June, from 12 noon to 1 p.m. in the 9th-floor conference room.

Formerly called Toastmistresses, the name has been changed to Interna-

tional Training in Communication.

Need more information? Contact Sylvine Blackwell, (202) 732-2395, or Len Baker, (202) 479-6884.

Have an item? Intercom gladly runs announcements in *Flightplan*.

To make sure the information gets to FAAers in a timely manner, submit all items *at least three weeks in advance* of the event.

If we receive it by *11 a.m. Wednesday*, it goes in the next issue.

Bring *Flightplan* announcements to room 908, or call x78521.

Building Update

Cooling tips. Here are some tips to cut down on heat in Headquarters offices during the summer.

If your office has windows, close the blinds at the end of business on Friday or when you go home in the evening. That's a good idea even for offices on the north side of the building.

Neon ceiling fixtures generate heat. Most newer buildings actually calculate heat radiated by neon ceiling lights as a part of the winter heating system.

If you can do without ceiling lights, turn them off. That will conserve energy and make your work environment cooler.

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 office paper recycling boxes.



RACE FOR THE CURE



During the past year, the DOT and FAA have made major improvements in aviation security and are "aggressively" carrying out the recommendations of a special Presidential panel, DOT Secretary Sam Skinner said.

One year ago, the President's Commission on Aviation Security and Terrorism issued its report.

"While the department made vital improvements in aviation security well before the commission issued its re-

Fighting Terrorism FAA Working Hard To Improve Aviation Security

port, we have worked hard to implement most of those recommendations," Skinner told reporters on May 14.

The improvements also respond to the Aviation Security Improvement Act, enacted last November, which mandated implementation of many commission recommendations.

Other security improvements Skinner highlighted:

→ The FAA has selected the first federal security managers for U.S. airports, and managers will be in place at 18 major airports by the end of the summer.

They will serve as coordinators who keep in contact with the FBI, airlines, airport officials and other airport tenants. They will also act as advisors

turn to **Security** on page 3

May 28, 1991



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

Aviation Careers in Their Future?

Jerry Lavey was one of 20 FAAers who talked to students about aviation during a recent career day at Hine Junior High School. More photos and story on page 3.



Highlights

Building News. On a regular basis *Intercom* runs items about the FAA Headquarters building.

This week, the column has a new look and name. It's called "Building Bulletin Board," and it will appear regularly on the back page.

In this issue it focuses on keeping down energy use. Turn to page 4.

An FAA First. Sandra Campbell, recently named Central Region's chief spokesperson for its four-state area, is the first black woman to hold a top Public Affairs job in FAA's regions, centers and Headquarters.



Sandra Campbell

Selected as public affairs officer by new Central Regional Administrator Stan Rivers, Campbell heads up the Public Affairs Office in which she had been a public affairs specialist since 1984.

Campbell began her 21-year federal career in 1970 with the Department of Agriculture in Kansas City, MO, and

turn to **Highlights** on page 2

Headquarters Smoking Policy Update Evaluation Team Recommends 'No Changes'

A Smoking Policy Evaluation Team has recommended that no changes be made to the current Headquarters building smoking policy.

The team recently concluded an assessment of the agency's progress toward implementing a Headquarters smoking policy and forwarded a comprehensive briefing package to FAA Administrator James Busey.

Since September 1 last year, smoking has only been permitted in a designated area of the cafeteria and outside the building.

In a memo to all Headquarters build-

ing employees last August 31, Busey promised "within six months I intend to assess our implementation and evaluate our progress toward a smoke free work environment."

Based on Busey's commitment, the evaluation team conducted a thorough review of the smoking policy implementation and related issues.

Taking into consideration all relevant factors, the team has recommended to Busey that "no changes should be made to current implementation of the policy within FOB-10A."

turn to **No Changes** on page 2

No Changes *from page 1*

The team also looked at several recent and important events that have developed since the September 1 policy was announced.

They include FAA smoking policy negotiations with the NATCA and PASS unions. Because no agreement has been reached, these negotiations are currently before the Federal Service Impasses Panel, which will direct a settlement.

Another factor is a proposed draft executive order circulated by the Office of Management and Budget for comment by agencies.

The proposed executive order would prohibit smoking in all federal government controlled space.

Team members said they were pleased with the opportunity to contribute to the smoking policy implementation evaluation.

They said they viewed their role in the assessment as an example of Busey's commitment to use employee participation in issues that concern FAAers.

The evaluation team, set up last December with the support of the Associate Administrator for Human Resource Management and Associate Administrator for Administration, consists of:

Jim Adler, ALR-200, chairperson
Gerrie Cappello, AHR-140
Bob Cripe, Smokers' Group representative
Clay Deaton, ALG-4
Joanne Eakin, ALG-500
Frank Pirhalla, ALR-200
Ferold Thomas, ALR-100
Sylvia Woodcock, chairperson, Headquarters Employee Participation Group

Headquarters

Intercom

May 28, 1991
No. 91-21

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

Sweeping Restrictions Predicted To Begin June 1 for 'Procurement Officials'

The Office of Government Ethics says efforts to amend or eliminate Section 27(f) of the "Procurement Integrity" provisions to the Office of Federal Procurement Policy Act Amendments of 1988 are unlikely to succeed.

Thus, significant post-employment restrictions will become effective again on June 1 after an 18-month suspension by the Congress.

Section 27(f) contains post-employment restrictions applicable to federal employees who are or who may become "procurement officials" - defined as any employee who becomes personally and substantially involved in one or more of a variety of activities connected with the development of a particular procurement - after May 31 or who may have been in this status between July 16 and November 30, 1989.

The resurrected section will bar such individuals for two years following the end of their personal and substantial involvement in any particular acquisition process from:

→ Knowingly participating in any manner for a competing contractor in negotiations leading to the award of the contract resulting from that particular procurement process.

→ Knowingly participating personally and substantially on behalf of the ultimately successful contractor in the performance of the resulting contract.

The first restriction covers representing the competing contractor in negotiations with the agency as well as providing advice or information to that contractor for the purpose of influencing negotiation strategies.

If Section 27(f) is not amended or eliminated, employees who were procurement officials on particular acquisitions during the period in 1989 when the section was effective will be under these restrictions with respect to those procurements until as late as November 30 of this year, unless their roles as procurement officials ceased beforehand.

Highlights *from page 1*

worked for several federal agencies in Missouri and Maryland before joining the FAA in 1978.

A native of Kansas City, KS, Campbell is a 1989 magna cum laude graduate of Avila College with a bachelor's degree in communications and English.

Currently, Campbell is doing graduate work at Baker University, Baldwin City, KS, where she expects to earn a master's degree in management in early 1992.

Technical Women. The Technical Women's Organization (TWO) will hold its 1991 convention in Chicago from Monday to Friday, June 24 to 28, at the Holiday Inn, O'Hare Interna-

tional Airport, Chicago.

This year's agenda includes discussions of employee involvement, affirmative action, recruitment, identifying potential supervisors and career strategies.

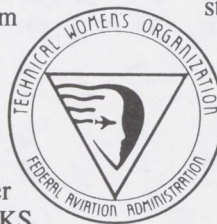
Also planned is an open forum with representatives of upper management.

Convention registration is \$10 for members and \$20 for nonmembers.

For registration information, contact Nancy Holston, FTS 323-5503 or (303) 286-5503, or Linda Mark, (515) 285-0822.

To make reservations at the hotel, call (708) 671-6350.

Room sharing is also available by calling Candy Close, FTS 332-0209 or (317) 247-2209.



Security *from page 1*

who are able to answer questions on security issues.

→ The FAA has also placed the first security liaison officers at airports in Europe.

→ There is an agreement with the Justice Department on procedures for public notification of domestic threats to aviation and other transit modes.

→ The State Department has adopted procedures, with DOT concurrence, to notify the public of threats overseas.

→ The FAA will continue to operate six thermal neutron analysis (TNA) explosives detection devices to develop their capabilities.

→ The DOT set up the Office of Intelligence and Security which reports directly to the DOT Secretary.

→ The civil aviation security function was elevated to the assistant administrator level at FAA.

→ A higher level of cooperation with intelligence agencies has created a new environment that helps to meet the needs of aviation security.

→ The Central Intelligence Agency has assigned a senior officer to DOT's Office of Intelligence and Security.

→ The FAA is making adjustments to airport and air carrier security measures since the domestic threat associated with the Persian Gulf crisis has lessened.

Under the change, the requirement that only ticketed passengers be allowed beyond the screening points has been lifted along with some parking restrictions.

While curbside check-in for domestic flights is now permitted, it is being conducted under careful supervision.

→ Security measures currently in use for international flights will not be changed.

→ On April 1, FAA proposed stiffer hiring, training and performance standards for airline and airport security personnel.

→ The DOT has made a major effort to get the Senate to ratify the Montreal Protocols, which would provide fair and adequate compensation to victims of international air accidents, including those related to terrorism.

Telling It Like It Is

20 FAAers Share Job Experiences with Students

Lots of FAAers volunteered to share their job knowledge and aviation savvy with students during this year's career day at Hine Junior High School in Southeast Washington.

Lined up by the FAA Volunteer Committee in response to principal Princess Whitfield's invitation, 20 speakers from the agency talked to the young people and responded to their questions. Other volunteers videotaped the program, snapped photos and took care of coordination.

FAA's volunteer speakers were:

Charley Baker, ASM-120

Sandra Brown, AGC-410

Quentin Burgess, AGC-60

Willis Card, ATP-120

Mel Cooper, AFS-360

Lynda Griffin, AMS-10

Denise Hall, AGC-10

Karen Hammond, ASM-310

Ron Jennings, ASM-120

Jerry Lavey, APA-3

Nancy LoBue, AGC-520

Roger Martino, ACQ-1

Donna McQueen, AGC-410

Thomasine Mobley, ASM-100

Rita Morgan, APN-200

Billy Nesmith, ANN-30

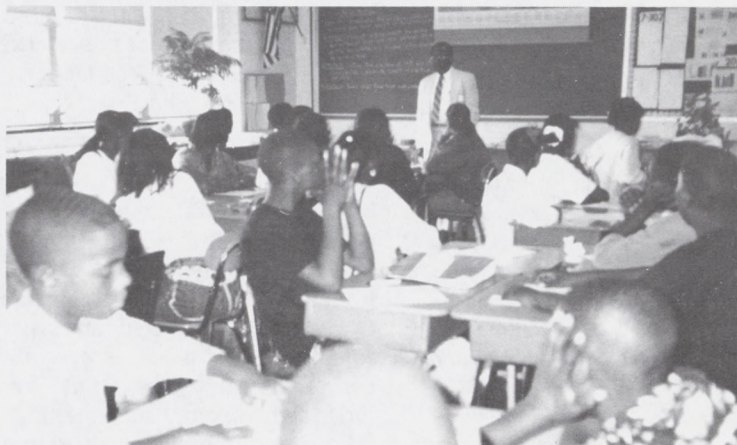
Margaret Powell, AHT-30

Harold Pratt, AAF-11

Dan Salvano, AIR-101

Alice Wong, ASE-600

Maria McReynolds, AAA-212, chaired and coordinated the agency's part in career day, assisted by *Al Mendez*, ACR-3, and *Lisa Baccus*, AGC-60. *Norman McReynolds*, systems accountant consultant, captured the event on videotape and in still photos.



FAA's Billy Nesmith shares his career experience with Hine students.



Rita Morgan talks with students, left, while Alice Wong, below, pays close attention to a question.



People

A perfect game. Kevin Eastman, bowling with the FAA Mixed Bowling League on May 9, had a dream come true. He bowled a perfect 300 game.

It was the third game of the series. The previous two games were 219 and 204 with a series of 723.

Adding to Kevin's 300, team captain Ed Madigan bowled a 210, Donna Madigan, 226, Darlene Hickox, 205, and Don Vandesand, 225, to give the team a scratch game score of 1,166 – the highest of the season for the league.

Interested in joining FAA bowlers for the next season?

It begins *Thursday, September 5.*

Call Ann Bowers, x78190, or Jerry Ard, x78381.

Flightplan

Heritage events. Here are two events to celebrate Asian Pacific American Heritage Month.

→ *Tuesday, May 28* – Dr. Joanne Yamauchi, professor of communication, American University, will conduct a diversity workshop in room 8A&B from 1 to 3 p.m.

→ *Wednesday, May 29* – Coalition of FAA Asian Pacific Americans (CFAPA) activities will be held in the building's lobby from 11 a.m. to 1:30 p.m. The schedule is:

- 11 a.m. to 12 p.m. – *Thai dancers*
- 11:30 a.m. to 12 p.m. – *food sampling*
- 12 to 12:30 p.m. – *formal presentation*
- 12:30 to 1 p.m. – *Tai Chi artists*
- 12:30 to 1:30 p.m. – *food sampling*

Static displays of Chinese art, manicuring, origami and Japanese flower arrangements can also be viewed.

This is CFAPA's third annual celebration of Asian Pacific American Heritage Month.

CFAPA was formerly known as the Asian Pacific American Committee.

June workshops. On-the-job injuries and workers' compensation are the topics of two workshops scheduled for next month.

Open to all employees, the first workshop is set for *Monday, June 10*, from 10 a.m. to 12 noon in room 5ABC.

Building Bulletin Board

Warehouse deliveries. While major warehouse deliveries are not being accepted in the Headquarters building for the next few weeks because of loading dock renovations, offices will still be able to get paper and other supplies from the warehouse without delay.

If you need help with deliveries, contact Ed Neff on the PRIDE line, x77433.

Pull the plug. Did you know that a coffeepot uses six times as much electrical energy as a computer; a microwave four times as much; and a refrigerator consumes nearly the same amount?

If an office uses four coffeepots, a microwave, a refrigerator and four portable fans, it will consume as much electricity as eight work stations.

At FAA Headquarters, the use of personal equipment causes many electrical power outages. In particular, the outlets on the building columns are designed for building utility, such as plugging in vacuum cleaners and small equipment. Many such outlets on the same circuit as these outlets are not wired to accommodate appliances or computers.

The Headquarters Building Management Division, ALG-500, encourages each office to reassess the need for extra appliances, particularly coffeepots, microwaves, fans and heaters. Cutting back on their use can save energy as well as reduce the number of power outages.

Contact Joe Stuart on the PRIDE line, x77433, for help with electrical problems in your office or more information on energy conservation.

Tons and tons of paper. How many tons of white paper is picked up every week from Headquarters to be recycled? Find out in next week's "Building Bulletin Board."

Up to 80 participants will gain a basic understanding of workers' compensation benefits.

A workshop on *Wednesday, June 19*, from 10 a.m. to 12 noon in room 8ABC is scheduled for managers and supervisors to review their responsibilities concerning employees' on-the-job injuries and workers' compensation.

For more information or to enroll, contact Barbara Claytor, Employee Relations and Career Development Branch, AHR-140, x73873.

NBCFAE conference. The Second Annual Training and Awareness Conference of the Washington Headquarters National Black Coalition of Federal Aviation Employees is set for *Thursday and Friday, June 27 and 28*, at FAA Headquarters.

Its theme is "A Diversified FAA – Meeting the Challenges and Gaining the Opportunities."

Those who attend will be given train-

ing credit, either 8 or 16 hours depending on days of attendance, and certificates of completion for participating in the training workshops.

Register early because of limited space.

A reception is scheduled at 3:30 p.m. in the MacCracken room on the Thursday of the conference, and an awards lunch will take place that Friday at the Holiday Inn SW.

Prices until June 10 are \$27 for members and \$30 for nonmembers. After June 10 the cost goes up \$5 to \$32 for members and \$35 for nonmembers.

Deborah Mose, x79947, room 606, and Alfredia Brooks, x79941, are the contacts for the conference.

Turn in completed registration forms to Mose.

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

Closing the 'Midcontinent Gap' Navigation System Goes Nationwide

Calling it a "real success story," the DOT, FAA and Coast Guard marked completion of the nation's Loran C en route navigation system during May 14 dedication ceremonies in El Paso, TX.

Last month's commissioning of a Loran C transmitter at Las Cruces, NM, filled a midcontinent coverage gap.

Loran C stands for *long range* navigation.

It is a self-contained, earth-based navigation system consisting of widely separated ground-based transmitter chains and airborne receivers.

The system allows airplanes, ships and even land vehicles to pinpoint their location reliably 24 hours a day in all weather conditions.

The powerful transmitters, a master and normally three secondary transmitters located many miles apart, form a chain identified by a four-digit number.

The chains transmit time-dependent, low-frequency signals, which airborne receivers use to determine aircraft position by comparing the time differences between the master and its secondary signals.

The navigation project is known as the Midcontinent Expansion Project.

The project "responds to the growing demand for random navigation service by the aviation community, particularly in low-altitude, remote and offshore areas not well served

turn to Loran C on page 3

Alphabet Quiz:
Pinpoint These Airports
Can you pinpoint the airport from these three-letter identifiers? Turn to pages 4 and 5 for the answers and a story about how they're picked.

Missing Bones Where Is Robert Elizabeth?

Robert Elizabeth has been missing since late March, and everyone is betting he/she has been stolen.

Despite pleas for Robert Elizabeth's return, the skeleton still hasn't shown up at FAA's Civil Aeromedical Institute in Oklahoma City.

Dr. Bill Davis of the CAMI staff dispels rumors that the skeleton is hiding.

"From what?" Davis quips. "Talk about your cushy jobs! All he/she had to do was stand around the CAMI clinic, receiving admiring glances from all who passed his/her way. I say it is a case of skeleton napping!"

The skeleton got its name because it's difficult for all but medically trained eyes to tell the gender of a skeleton.

But Davis let the cat out of the bag, confirming that Robert Elizabeth has male bones. A reward is offered for his return.

Highlights

Top Complaints. Not getting a job or a promotion are the top discrimination complaints at FAA Headquarters.

Find out more on page 6.

O'Hare Slots. The FAA has issued a proposed rule that would permit airlines to use large jets in some commuter slots at Chicago's O'Hare Airport.

Commuter slots are normally reserved for smaller aircraft.

If approved, the rule could result in jet service for some smaller cities in the Midwest.

Last September, American Airlines requested the proposed change because it would allow the airline to upgrade service from Chicago to smaller cities now served by propeller aircraft.

Under the proposed change, airlines could use aircraft, including jets, with up to 110 seats in place of propeller aircraft in 25% of their commuter slots. The jets would replace propeller aircraft with less than 75 seats and smaller jets with less than 56 seats.

FAA said the proposed change would remain in effect for two years while the agency evaluates its impact on airport operations and on air traffic control facilities.

The notice was published in the May 8 *Federal Register*.

Chivalry, Hawaiian Style. When Milton Ragsdale, an air traffic assistant at Honolulu radar approach control, was driving home recently during the wee hours following his

turn to Highlights on page 2

Headquarters EEO Counselors

Reporting job discrimination or sexual harassment is easy at FAA Headquarters with 24 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 routing symbols and telephone numbers of the Headquarters EEO counselors and Civil Rights manager.

See related story on page 6.

Mary Jo Blount, AIR-110, x79561
Henry L. Butler, ATH-330, x79140
Brian Calandine, AFS-250, x79531
Warren Davis, ATP-210, x79229
David Dawson, ATM-200, x78670
Annett M. Eldridge, AHR-150, x77189
Tawawn Y. Harrison, ALR-200, x78182
Patricia G. Haynes, AGI-1, x78211
Suzanne C. Holloway, AOA-10, x73852
Ron Jennings, ASM-120, x78427
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 Morris, ATM-510, x77899
Lola L. Palmer, ALG-310, x77690
Helen Penn, ABU-220, x73295
Delores Powers, ABU-10, x79019
Michael M. Scott, ATZ-320, x77488
Mike Smith, ARM-107, x79684
Naite (Tina) Stephens, ACR-9
Headquarters civil rights manager, x73253
Bessie Waiters, ARP-2, x78738
Kimberly Waiters, APN-100, x78084
Sheila D. White, AHR-150, x77184

Highlights *from page 1*

regular fencing practice, a young woman suddenly appeared on the side of the road.

Crying and bruised, she was holding an infant.

Ragsdale quickly put on his brakes and went to her aid. As he was assisting the woman into his car, a man emerged from the roadside bushes shouting at the woman and waving his arms in a threatening manner.

Ragsdale reached into his car for his prized Cossack fencing saber and menacingly slashed the air. The assailant fled, and the woman and child were delivered safely to their home.

Regional Renovations. Western-Pacific Region Headquarters in Los Angeles is undergoing a major modernization which will cost about \$4.7 million and take about a year to complete.

Part of the plan calls for the NTSB to

vacate about 3,800 feet of space on the first floor in late summer. The area will be converted to a child care center.

The building was constructed in 1973 at a cost of \$6.1 million. Before that Western-Pacific headquarters was located in an outdated, one-story building and several Quonset huts.

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

Northwest Blamed. After a civil trial that lasted a year and a half, a jury in a Detroit federal district court decided that Northwest Airlines was solely at fault for the crash of a jet that killed 156 people at Detroit Metropolitan Airport in 1987.

The verdict clears McDonnell Douglas, maker of the MD-80 aircraft, of any liability for the crash of Flight 255, the second-worst in American aviation history.

The trial resulted from dozens of damage claims filed by the plaintiffs, the families of those who were killed when the plane, its wing flaps incorrectly set, failed to lift off the runway.

Before the trial began, all but a few of the claims had been settled by Northwest out of court, and the remaining claims were severed from the case.

The trial's sole purpose was to determine Northwest's contention that McDonnell Douglas was partly liable for damages, largely because of what the airline said was the failure of an alarm system intended to alert the crew if the flaps and slats were not properly set for takeoff.

A May 1988 NTSB report said the probable cause of the crash was the failure of the two Northwest pilots to follow required checklist procedures before takeoff.

While saying that the accident might have been avoided had the alarm sounded, the NTSB pinned primary blame on the pilots.

The Detroit jury said that Northwest should bear 100% of the responsibility.

It said that the flightcrew's negligence contributed to it and that the airline had been negligent in its crew training and supervision.

Travel Advisories. Planning a flight to a foreign country?

It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

Job Benefits. To help FAAers and their families understand the agency's total benefits package and how these benefits work, FAA is again issuing the annual "Employee's Personal Statement of Benefits" to employees covered by the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS).

The statement's convenient fold-out format shows the benefits that cover various events in an employee's life - illness, disability, retirement, etc.

It can also be valuable in planning for future financial security and in helping FAAers use and understand their benefits.

The 1991 statement will be mailed to all FAA employees in early June and should be received by the end of June.

The information on the statement is calculated as of February 23, 1991, and will be mailed to employees' W-2 address of record for that date.

Employees who were not on FAA's payroll on February 23 will not receive a statement, and one cannot be produced for them for 1991.

Eligible employees who have not received their statement by July 1 should contact their servicing human resource management division.

Human resource management divisions will collect names and social security numbers through August 15 to generate replacements for statements lost in the mail.

Airline Complaints. Complaints against the nation's 12 largest airlines reported to the DOT totaled 706 in March.

That's an increase over February's 644 but below the March 1990 total of 1,256.

Complaints for the first quarter of the year totaled 2,145, down 35% from the 3,316 complaints recorded for the first three months of 1990.

Thrift Savings Plan: Sign up by July 31

FAAers have until July 31 to sign up for the Thrift Savings Plan or change the amount of their current contributions to any of the plan's three funds.

The following employees are eligible to participate during the open season, which began May 15.

→ Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS) employees with continuous service beginning no later than July 1, 1990.

→ Employees hired from July 1, 1990, to December 31, 1990.

→ Rehired CSRS or FERS employees who were previously eligible to participate.

Rehired employees who are not eligible to participate will become eligible in the second open season after being rehired.

CSRS employees may contribute 5% of their earnings with no government match.

FERS employees may contribute 10% of their earnings, with a 5% government match, which includes the agency's 1% automatic contribution.

All contributions are tax deferred until they are actually withdrawn from the plan.

The three investment funds under the plan are:

→ G/Government Securities Investment Fund

→ C/Common Stock Index Investment Fund

→ F/Fixed Income Index Investment Fund

Employees may transfer any portion of the money in their accounts among the G, C and F funds up to four times each year.

The Thrift Savings Plan election form (TSP-1) and the interfund transfer form (TSP-30) are available from AHR-140 at Headquarters.

Elections received before July 14 will be effective on July 14, and elections received after that date will be effective on the first full pay period after receipt by AHR-140.

FAAers in Headquarters with questions can contact Ida Mack, x73881, or Barbara Claytor, x73873.

Loran C *from page 1*

by other navigation systems," said FAA Deputy Administrator Barry Harris at the ceremony.

Originally developed for marine use, Loran C is presently being used by more than 100,000 pilots because of its low cost and area navigation coverage down to the surface.

It is especially attractive for general aviation and rotorcraft operations, Harris pointed out.

Coast Guard Vice Commandant Martin Daniell labeled the project a "real success story" for the DOT.

Daniell said he was pleased that the Coast Guard and FAA "worked long and hard with a high level of inter-

agency cooperation and program innovation."

While the Las Cruces facility was the last commissioned Loran C transmitter station, three others went into operation earlier to fill the gap.

They were commissioned by the Coast Guard in Havre, MT, Gillette, WY, and Boise City, OK.

With the gap closed and the system now in place, the FAA is pursuing certification of Loran C approaches.

At the ceremony, Harris also noted the efforts of several organizations including the National Association of State Aviation Officials, the Aircraft Owners and Pilots Association and the Wild Goose Association, a group of Loran manufacturers and users.

FAA's Alphabet Soup

Taking the Mystery out of Those Airport Letters

The logic of it sparkles when you are going to New York's John F. Kennedy International Airport, and the airport identifier tag the airline puts on your luggage reads "JFK."

It holds up pretty well with such airport identifiers as LGA for LaGuardia and MDW for Chicago's Midway.

But what if you are going to Key West, and the tag reads EYW?

Or your destination is Nantucket, and the tag says ACK?

Or you're getting off at Wichita, and the tag says your luggage is getting off at ICT? Then logic seems to take a beating.

But it doesn't, really, when you consider how the system the FAA uses to assign the three-letter identifiers got its start, how it grew and how it is constrained.

Simple at First

In the beginning, airports were few, and the system was simple. The identifiers were two-letter ones, which in most cases were the radio call signs of weather stations associated with the airports.

Thus Chicago was CG, Omaha was OM and Kansas City, Kansas, was KC.

As airports became more numerous with the growth of civil aviation, it became clear that the two-letter system was not flexible enough to take care of them all.

So a three-letter system was adopted. Los Angeles, for example, which had been LA, became LAX to distinguish it from Las Vegas, LAS.

What didn't change, however, was the tradition of having the letters double as radio call signs.

Enter the FCC

This brought the Federal Communications Commission (FCC) into the picture since it regulates the issuance of the call signs.

The FCC's regulations say call signs can't start with "W" because that is reserved for commercial broadcast stations east of the Mississippi.

They can't start with "K" because that is reserved for commercial stations west of the Mississippi.

They can't start with "N" because that is reserved for the Navy. The block beginning with "Q" is under international telecommunications jurisdiction. "Y" and "Z" are authorized for assignment by Transport Canada.

Subsequently, the FCC transferred the responsibility of assigning the identifiers to the FAA, but with the respon-

Prior to World War II there was a loosely knit area northwest of Chicago known as Orchard, which had a small airport of the same name.

The airport was given the identifier ORD, and it flourished and grew.

sibility went the restrictions on W, K, N, Q, Y and Z.

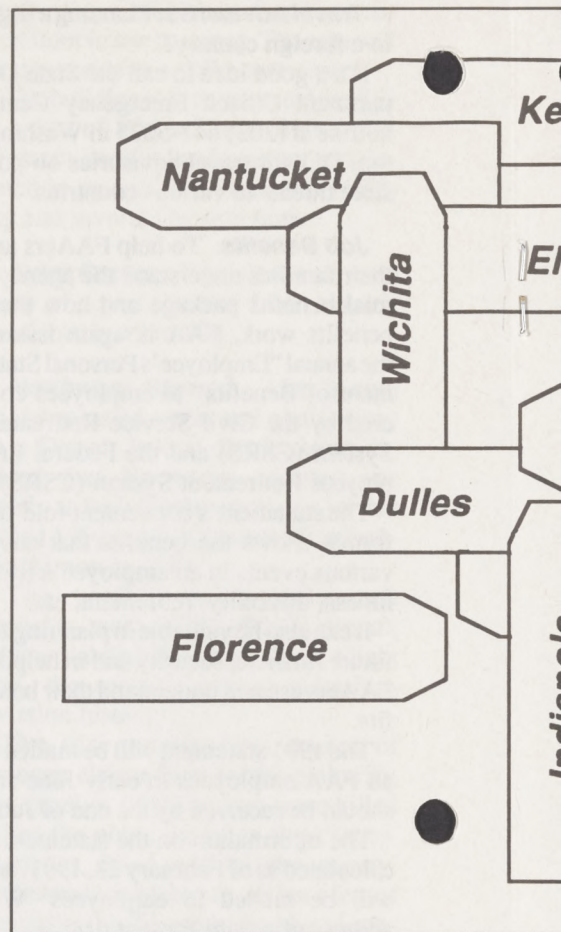
This left the FAA with the challenge of assigning identifiers to airports having names that start with those letters without beginning the identifier with them.

No Duplicates Worldwide

The FAA tries its best to come up with identifiers that at least suggest the actual name of the place, but without being able to use the first letter, the difficulties are obvious.

These are compounded by FAA requirements that an identifier can't be duplicated anywhere in the world and that the first and second, second and third or third and first letters of three-letter identifiers cannot be duplicated within a 200-mile radius.

They are further compounded by the fact that the FAA also assigns three-letter identifiers to certain navigation aids, such as radio beacons and instru-



How did you do on this airport identifier quiz? Here are the answers.

ment landing systems. This increases the possibility of conflict.

Thus, Winston-Salem becomes INT, and Needles in California shows up as EED.

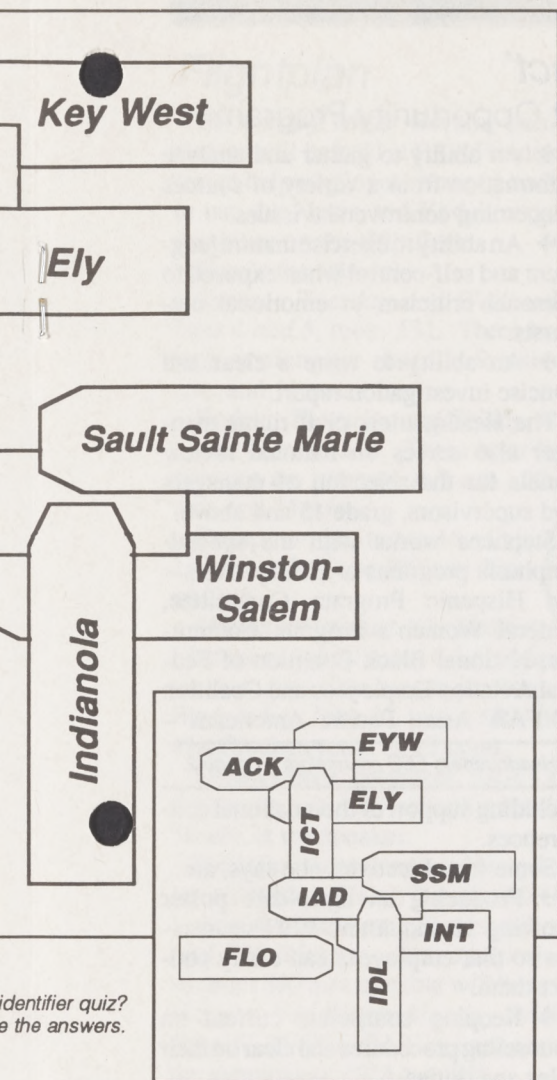
The Kansas City, Missouri, airport is MKC to the man who handles your baggage (a little reverse logic here), and in Illinois the Quincy airport is UIN.

This is a good place to point out, before someone else does, that there are exceptions to the rule, such as KCK for Fairfax Field in Kansas City, Kansas.

Grandfather Rights

Most of these, as is the case with KCK, result from an airport enjoying what the FAA calls "grandfather rights" by virtue of having had the restricted letter leading off its identifier before the FCC imposed its rule.

These exceptions are few, so Natchez, Mississippi, with an airport that isn't old enough to



whose identifier – allowing for no possibility of error – reads ELY.

There are other identifiers that not only do not very much resemble the name of the airport but also cannot be blamed on the FCC restrictions.

Chicago's 'Orchard'

The best known of these probably is ORD for Chicago's O'Hare International Airport.

It goes back to the days prior to World War II when there was a loosely knit area northwest of Chicago known as Orchard, which had a small airport of the same name.

The airport was given the identifier ORD, and it flourished and grew – first as the site of an aircraft plant during the war, then as an Air National Guard field and finally as O'Hare International Airport – while the Orchard area gradually surrendered its identity to rapidly growing surrounding suburbs.

ORD stuck as the identifier and continues to stick.

It illustrates that once the FAA settles on an identifier for an airport, it is reluctant to change it.

Rare Changes

The FAA will change an identifier if there is a proven need for the change.

On even rarer occasions, it will make a change for memorial reasons.

It resists making changes for aesthetic reasons, such as when a city complains that the identifier isn't representative enough.

This is because such changes not only cost money – the FAA estimates that it costs the airline industry around the world in excess of \$7 million to update their schedules, reprogram their computers and make changes in such things as stationery and invoices, uniforms and baggage claim tickets when a change is made – but also create confusion in operations, causing baggage to be misdirected, for example.

Confusing Choice

Confusion can also result on the rare occasions when the FAA makes an unfortunate choice in giving an airport an identifier.

This happened in the case of Dulles International Airport.

When it opened in November 1962,

the FAA assigned it the very logical identifier DIA, but it turned out that logic isn't everything.

DIA can easily be confused with DCA, which is the identifier for Washington National Airport. There were even instances of pilots, who up until then had been flying into Washington National, putting DCA on their flightplans from force of habit when, in fact, they were headed for Dulles.

The result was that pilots bound for Dulles sometimes found themselves routed to Washington National.

While the mistakes were always discovered in time, there were delays

Changes cost millions of dollars for new stationery, invoices, uniforms and baggage claim tickets and create confusion in airline operations, causing baggage to be misdirected.

and some embarrassed pilots and air traffic controllers.

It was a case where there was a proven need for a change, and the change was made. Dulles International Airport is now IAD.

Remembering JFK

The most recent instance of an identifier being changed for memorial reasons was when New York's Idlewild Airport (IDL) was renamed John F. Kennedy International Airport (JFK) in April 1964 following the President's assassination.

That wasn't the end for IDL because the FAA doesn't like to let a good, usable identifier go to waste.

After a seven-year resting period – in which it was hoped that its previous association had faded from memory – it was assigned to a radio beacon and airport in Indianola, Mississippi.

Thanks to Fred Farrar, Headquarters Office of Public Affairs, for this report. The article first appeared in FAA World in 1987.

Headquarters 'Point of Contact'

Framework Strengthened for Internal Equal Employment Opportunity Program

Who can managers talk with when they have an EEO (equal employment opportunity) concern or an employee with one?

Who should Headquarters employees see early to get guidance on the EEO complaint process, and who can they contact to learn the status of their complaint?

The answer is the civil rights manager for Washington Headquarters, ACR-9, a job now held by Tina Stephens.

Stephens can be reached on x73253.

It's important for her office to get in the loop early, Stephens says, because often complaints can be resolved before they become formal.

"When issues of alleged discrimination can be resolved at the lowest level, it saves a lot of time and morale." EEO complaints have an impact on the whole organization, she adds, and coming to the best solution, "a win-win position," often takes some time.

Until the creation of the civil rights manager post, Headquarters had no formal apparatus for addressing its internal EEO program.

An even more recent addition to the agency's internal program, a program manager for internal EEO issues – currently Gwen Jones – establishes policies and procedures for all agency EEO officers.

In addition to advising employees and managers on EEO issues, Stephens selects, trains and meets with the 24 Headquarters equal employment opportunity counselors and five investigators on a regular basis, keeping them up to date on changes to procedures, forms and reports formats and EEO laws and regulations.

Employees selected for these collateral duty EEO assignments must have:

→ An ability to communicate effectively with people of different races, sexes, national origins, ages and economic, cultural and educational backgrounds.

→ An ability to communicate with

Common Complaints

The most common issue of alleged discrimination at Headquarters centers on job promotion or not being selected for a job. Others include:

- Job evaluations and appraisals
 - Appointments and hiring
 - Assignment of duties
 - Awards
- Disciplinary action, including demotion, reprimand, suspension and termination
 - Harassment, either nonsexual or sexual
 - Training



With DOT Secretary Sam Skinner are Headquarters civil rights manager Tina Stephens, at right, and Loretta McNeir, chair of the Federal Women's Program Committee, one of the Office of Civil Rights special-emphasis programs.

persons at different levels within an organization, including those who hold key management positions.

→ An ability to understand the problems and concerns of employees and to achieve and maintain rapport with employees, supervisors and managers.

→ An ability to gather and analyze information from a variety of sources concerning controversial issues.

→ An ability to exercise mature judgment and self-control when exposed to personal criticism or emotional outbursts.

→ An ability to write a clear and concise investigation report.

The Headquarters civil rights manager also serves on national review panels for the selection of managers and supervisors, grade 15 and above.

Stephens works with the special-emphasis programs at Headquarters – the Hispanic Program Committee, Federal Women's Program Committee, National Black Coalition of Federal Aviation Employees and Coalition of FAA Asian Pacific Americans –

Headquarters EEO counselors on page 2.

including support of their national conferences.

Some top objectives, she says, are:

→ Producing an up-to-date poster showing Headquarters EEO counselors so that employees can easily contact them.

→ Keeping counselors current on counseling procedures and clear on their roles and duties.

→ Sponsoring diversity listening sessions and briefings.

→ Setting up work force planning data briefings that show FAA organizations how to use data to target under-represented groups for recruitment, promotion and career development.

→ Establishing two collateral duty positions – Federal Women's Program manager and Hispanic Program manager.

An FAA employee for 17 years, Stephens was FAA's first graduate of the Women's Executive Leadership Program (WEL) – class of 1984. She gained a lot from that experience, she says, and is "happy to see how the program has prospered and grown." She now passes on her experience by advising WEL cluster groups.

Headquarters
Intercom

June 4, 1991
No. 91-22

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

Flightplan

Be a copy whiz. Several training classes will be held at FAA Headquarters to help employees bone up on how to use the Xerox and Kodak copying machines on the fifth floor.

Here's the schedule.

Xerox: Tuesday and Wednesday, June 4 and 5, room 531. Three hour-long sessions are slated at 9 a.m., 10 a.m. and 11 a.m.

Kodak: Thursday and Friday, June 6 and 7, room 531. Three hour-long sessions are planned at 9 a.m., 10 a.m. and 11 a.m.

Groups are limited to 15. Call Lawrence Pugh or Richard Fox, x61245.

Managers' group. The Federal Managers Association, FAA Chapter, has slated their next meeting for *Wednesday, June 12*, in the 10th-floor MacCracken room at 12 noon.

Mike Conner, president, FAA Conference and a supervisor at the Norfolk Tower, is the speaker.

For information, contact Henry Butler, x79140, or Ralph Beard, x79337.

Ada symposium. The eighth annual Washington Ada symposium/summer SIGAda meeting will be at the McLean, VA, Hilton, *Monday-Friday, June 17-21*. The FAA is a sponsor of the symposium (WAdas '91).

This year's theme is "Software: Foundation for Competitiveness." Information on the conference schedule and registration forms may be obtained from Carolyn Strano, AAP-230, x79481.

Compensation workshops. On-the-job injuries and workers' compensation are the topics of two workshops scheduled this month.

Open to all employees, the first workshop is set for *Monday, June 10*, from 10 a.m. to 12 noon in room 5ABC.

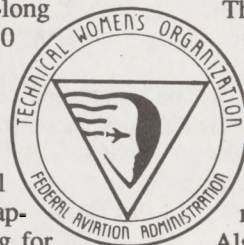
Up to 80 participants will gain a basic understanding of workers' compensation benefits.

A workshop on *Wednesday, June 19*, from 10 a.m. to 12 noon in room 8ABC is scheduled for managers and supervisors to review their responsibilities

related to employees' on-the-job injuries and workers' compensation.

Barbara Claytor of the Employee Relations and Career Development Branch, AHR-140, can be contacted on x73873 for further information or to enroll.

Technical women. The Technical Women's Organization (TWO) will hold its 1991 convention in Chicago from *Monday to Friday, June 24 to 28*, at the Holiday Inn, O'Hare International Airport.



This year's agenda includes discussions of employee involvement, affirmative action, recruitment, identifying potential supervisors and career strategies.

Also planned is an open forum with representatives of upper management.

Convention registration is \$10 for members and \$20 for nonmembers.

For registration information, contact Nancy Holston, FTS 323-5503 or (303) 286-5503, or Linda Mark, (515) 285-0822.

To make reservations at the hotel, call (708) 671-6350.

Room sharing is also available by calling Candy Close, FTS 332-0209 or (317) 247-2209.

Retiring? The Employee Relations and Career Development Branch, AHR-140, is sponsoring a preretirement seminar from *Monday, June 10, through Friday, June 14*, at Headquarters.

The seminar is geared for FAAers who are within five years of retirement. Nominations are to be submitted through your organization's administrative officer.

For more information, call Ida Mack, x73881, or Barbara Claytor, x73873.

Black coalition confab. The Second Annual Training and Awareness Conference of the Washington Headquarters National Black Coalition of Federal Aviation Employees is set for *Thursday and Friday, June 27 and 28*, at FAA Headquarters.

Its theme is "A Diversified FAA - Meeting the Challenges and Gaining the Opportunities."

Those who attend will be given training credit, either 8 or 16 hours depending on days of attendance, and certificates of completion for participating in the training workshops.

Register early because of limited space.

A reception is scheduled at 3:30 p.m. in the MacCracken room on the Thursday of the conference, and an awards lunch will take place that Friday at the Holiday Inn SW.

Prices until June 10 are \$27 for members and \$30 for nonmembers. After June 10 the cost goes up \$5 to \$32 for members and \$35 for nonmembers.

Deborah Mose, x79947, room 606, and Alfredia Brooks, x79941, are the contacts for the conference.

Turn in your completed registration form to Mose.

Salute to managers. The annual "Salute to Managers Luncheon" sponsored by the Federal Women's Program Committee is scheduled for *Friday, June 28*, from 11:30 a.m. to 1 p.m. at the Phoenix Restaurant, 2950 Clarendon Boulevard, Arlington, VA.

Make reservations - space is limited - by *Monday, June 24*, with Marcia Adams, x73488, Lynda Griffin, x78136, Pat Haynes, x78211, or Laura Waters, x77854. The price is \$11.50.

Featured speaker is Peggy Gilligan, the Administrator's Chief of Staff.

The committee's last meeting before its summer break is planned for *Wednesday, June 5*, starting at 11 a.m. in the Civil Rights conference room.

Have an item? *Intercom* gladly runs announcements in *Flightplan*.

To make sure the information gets to FAAers in a timely manner, submit all items *at least three weeks in advance* of the event.

If we receive it by *11 a.m. Wednesday*, it goes in the next issue. Bring *Flightplan* announcements to room 908, or call x78521.

Recycle it. The white color of the *Intercom* allows it to be recycled.

A weekly. *Intercom* appears weekly.

People

White House guest. Invitations to the White House are rare, but *Elaine Hunt* recently received one.

Elaine, who works in the Headquarters Office of Public Affairs, is active in the DOT/FAA Volunteer Program doing extensive work at Hine Junior High and Southwest Senior Citizens Program,

Elaine was chosen to represent the FAA at the National Celebration of Community Service - Points of Light.

At an April 26 White House ceremony, President and Mrs. Bush recog-

Building Bulletin Board

Clearing the Air about a Newspaper Report

A May 17 edition of the *Washington Post* featured an article about the conditions in government buildings and mentioned FAA Headquarters elevators.

They were so unpredictable, the *Post* said, that employees knew to leave for appointments early.

It also said that several employees' illnesses were due to bacteria in the building's ventilation system.

The Headquarters Building Management Division, ALG -500, says the newspaper failed to mention what the FAA has done and is doing to address these problems.

Elevators. The current elevators are about 30 years old. They are so outdated that replacement parts must be manufactured when repairs are needed.

Although delays have been experienced in the recent past, ALG-500 reports that plans are underway to upgrade all elevators beginning as early as this fall. Specifics were featured in the February 5 *Intercom*.

Air quality. Several indoor air quality surveys were conducted, ALG-500 says, on 10th, 5th and 4th floor areas in response to employee complaints about air quality and allergic reactions. Samples from air distribution ducts isolated several species of microorganisms.

Although ductwork can be a breeding ground for mold and bacteria, the primary source is air handling units.

As a precautionary measure, the surveys recommended that air handling units be cleaned with organism-killing solutions and filters be changed periodically to control organism contamination.

In response to the recommendation, all building air handling units were cleaned, and all air filters were replaced as part of the building's preventive maintenance.

The Headquarters Building Management Division says it is concerned about these and other issues affecting the environment of FAAers and is working to improve the work place.

Tons of paper. In an average week, about nine to 10 tons of white office paper is picked up from FAA Headquarters for recycling.

The folks who run the building say that points to a very successful office paper recycling program.


A local contractor hauls away the paper each week and determines the paper quality and the price the government gets for it.

For example, if the buyer receives grade A, top-quality paper - white paper that doesn't need to be sorted - prices range from \$65 to \$100 a ton. The price drops dramatically for grade B paper to as low as \$15 to \$20 a ton.

Grade B paper contains bookbinders, perforated edges, yellow or green post-it stickers or other prohibited materials.

To make sure FAA gets the maximum benefit from the recycling program, the Headquarters Building Management Division encourages employees to follow the instructions on the recycling boxes.

ADMISSION


The White House
Points of Light
National Celebration of Community Service
April 26, 1991 - 10:45 AM
South Lawn

ADMISSION

Please Arrive Southwest Gate at 10:00 AM
Ticket Is Nontransferable
Ticket Must Be Accompanied By Valid Photo ID

In case of inclement weather, this event will begin at 10:00 AM in the Department Auditorium. Seating and reservations are not available for this event.

nized individuals and organizations from across the country for their volunteer spirit.

Asian Pacific FAAers. To celebrate Asian Pacific American Heritage Month, several Headquarters FAAers with Asian Pacific backgrounds were highlighted in a display in the building lobby.

They include:

Matt Asai, ALG-310
Dorothy Berry, AHR-2
Kenneth Chin, ASF-10
William Chin, ANN-140
Norman Fujisaki, AOR-2
Thuy Ha, AAF-40
Akira Kondo, APO-130
Michael Lam, ASM-320
Stan Lou, AAP-520
Mehul Parekh, AHD-230
Charlie Tang, ASM-260
Alice Wong, ASE-600

Try this. 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 way to burn off extra calories and cut down on elevator usage.

Weekly. *Intercom* appears weekly.



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

Headquarters Intercom

Highlights

Smell the Flowers. Working for the government for 51 years "doesn't seem that long" to Ralph "Doc" Havlin.

Havlin, who recently topped the half-century mark explains why.

He said he "stopped to smell the flowers along the way.... I've really made good friends, too, and I've liked all my jobs. That's what made the going so fast."

Earlier this year, Havlin, a computer data specialist at the TRACON in New York, was presented with a plaque by Eastern Regional Administrator Dan Peterson to celebrate the milestone.

Before joining the FAA in 1960, Havlin served in the Navy for 20 years.

Of his many Navy and FAA awards, Havlin is the most proud of the one he received for pioneering and setting up the TRACON's enhanced target generator laboratory.

"I get a real thrill when I think of the pioneering spirit that we had then and the enhanced target generator's usefulness through the years," he says.

One of Havlin's vivid memories was
turn to Highlights on page 2

Career Success: 'A Personal Responsibility'

Career advancement takes "personal responsibility." It requires ingenuity, continuous effort and lots of follow-up.

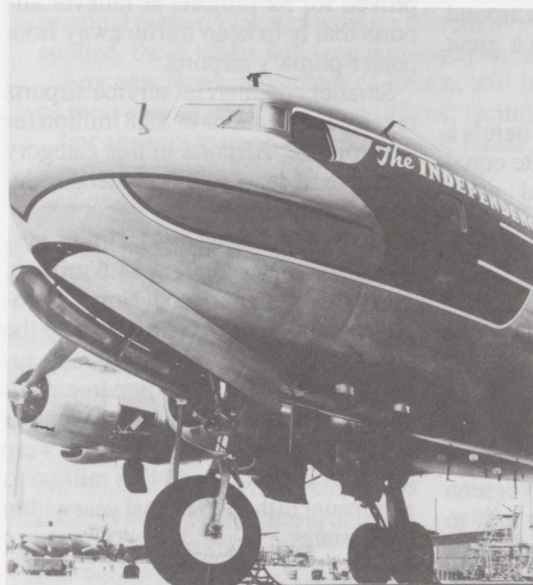
That's the view of an NTSB employee who says she became motivated by the numerous career workshops sponsored by FAA's Employee Relations and Career Development Branch, AHR-140.

Phyllis Parker, an NTSB secretary, found the sessions so encouraging she expressed her ideas to AHR-140.

"The workshops have given me motivation towards my upward mobility and a better understanding of how to make changes in my current position," she says.

For those who are looking for some step-by-step methods of change, Parker thinks implementation begins with an understanding of excuses that are instrumental in controlling their lives.

turn to Responsibility on page 3



executive stateroom, radar equipment, electric refrigerator and stove and sleeping accommodations for the crew. The Presidential plane cruised at 315 miles an hour and had a top speed of 358 miles an hour.

A Flash from the Past

The day was June 26, 1947. The Independence had successfully completed its first test flight. Then the DC-6, described 43 years ago as "luxuriously appointed," went through a series of shakedown flights before being assigned to the White House. Its distinctive markings made this successor to the famed Sacred Cow DC-4, then used by the President, easy to identify. The nose of the four-engine transport was painted to resemble the head of a huge American eagle. The name was lettered in white on a dark blue background. Although the basic airplane was identical to airline models of the DC-6, the modified interior included an

Giving Airports a Boost

Extra Passenger Fees To Spur Airline Competition

A new way airports can raise extra money to boost aviation capacity is expected to spur airline competition and help meet the growing demands of aviation in the future.

The new fees are called passenger facility charges, and the FAA has issued regulations allowing airports to charge these small additional fees to finance airport-related projects.

Passenger facility charges are fees of up to \$3 that could be collected by an airport from departing passengers and those making connecting flights.

No more than four separate fees could be collected from one passenger on a round trip.

DOT Secretary Sam Skinner said passenger facility charges represent "a major step" in the effort to increase airport capacity.

Under the program, airports could collect more than \$1 billion a year to help meet the growth in air traffic

turn to Fees on page 3

Highlights *from page 1*

having his picture snapped with visiting Prince Charles who was touring the region's common instrument flight rules room at Kennedy International Airport's hangar 11.

Working as a radar controller at the time, Havlin says he knew the prince would be in the room, "but when he came over and talked with me and then posed for a picture with his arm around my shoulder, I knew he was a great guy, a prince of a guy."

Solid EEO Commitment. There's a "solid" commitment to promote equal employment opportunity and work force diversity at the FAA.

That's the message Marty Pozesky brought to the South Florida EEO Council last month.

Pozesky, Associate Administrator for System Engineering and Development, ASD-1, spoke to the group meeting in Miami.

During his many years with the agency, Pozesky said he has never seen "such solid commitment at the top" to the objectives of EEO and work force diversity as he is seeing under DOT Secretary Sam Skinner, FAA Administrator James Busey and FAA Deputy Administrator Barry Harris.

"What you hear them say in public is what we hear them say in private," Pozesky said. "They are very serious about this issue of creating a more diverse work force."

Under their leadership, Pozesky sees "a real opportunity" to make some solid EEO gains.

Pozesky emphasized that he believes the gains will be lasting because the commitment has been institutionalized and is now part of supervisors' and managers' performance standards.

He also echoed the Administrator, saying, "This is not just the morally right thing to do. It is the smart and necessary thing to do."

Pozesky believes that FAAers must add to their concept and ideas surrounding EEO the challenge to think of diversity in terms of the added value to the product that a diverse work force will bring.

\$\$ for Airports. The FAA approved \$608.8 million in allocations under the Airport Improvement Program during the second quarter of the 1991 fiscal year.

Of the funds, \$430 million went for 204 projects at primary airports.

Another \$67.7 million was allocated for 155 projects at general aviation airports, and \$52.7 million was approved for 52 projects at reliever airports that help keep traffic away from busier primary airports.

Smaller commercial service airports received allocations of \$8.8 million for 22 projects. Airports in this category generate at least 2,500 passenger departures a year.

Also approved were 11 airport system plan studies totaling \$1.6 million.

Illinois, Missouri and North Carolina were selected to participate in the state block grants pilot program authorized by the 1987 amendments to the Airport and Airway Improvement Act. Collectively, the three states were given an allocation of \$47.8 million to administer in the 1991 fiscal year within those states.

Spiffy, New Look. *FAA Aviation News*, which celebrated its 30th anniversary in January, has a new, spiffy and colorful look as it begins its fourth decade.

The safety publication's May-June issue went full color.

The cover even has a patriotic flair: a red-and-white 1944 Grumman "Goose" against a deep blue sky.

FAA Aviation News is published by the Flight Standards Service's Accident Prevention Program Branch.

Headquarters
Intercom

June 11, 1991
No. 91-23

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

The publication is always interested in aviation safety news. FAAers with ideas should contact Phyllis Duncan, Headquarters, AFS-20.

Making It Simpler. The DOT will award new airline charter rights to Japan through simplified procedures.

In past years, the DOT allocated charter flights only after lengthy proceedings before an administrative law judge.

On May 15 the department has eliminated that phase of the process and moves directly to a tentative decision based exclusively on the parties' written submissions.

Under a U.S.-Japanese aviation agreement reached in 1989, U.S. carriers may operate between 400 and 450 available charter flights a year.

The DOT routinely receives far more requests each year than there are charters to award.

This year is no exception, with 14 carriers expressing interest in operating 962 charters.

DOT Secretary Sam Skinner, in announcing the decision, said the new streamlined approach should enable U.S. carriers to spend less time on administrative procedure and more time providing services to passengers and shippers.

"This is just a further example of how we're doing everything we can to find a way to help airlines better serve the public," Skinner said.

Quicker Rules. FAA Administrator James Busey has named Jonathan Howe, president of the National Business Aircraft Association, to chair the agency's new Aviation Rulemaking Advisory Committee.

The committee will study FAA rulemaking in areas of safety, aircraft certification, airports and noise and provide advice to the agency.

The committee's primary goal is to speed up the rulemaking process and allow wider public participation.

The group which held its first meeting in Baltimore last month is composed of 56 representatives of aviation and consumer organizations.

Responsibility *from page 1*

Parker shares some of her ideas:

→ *Position description (PD).* Acquire and maintain a copy of the vacancy announcement. Study your position description to get a full understanding of your responsibilities needed to achieve full performance (goal).

Review these items monthly making a list of the items you are completing and how frequently.

There will be some items you will not be meeting that will require you to step out of your "comfort zone." These items will require you to learn how to communicate effectively with your supervisor in terms of acquiring the necessary assignments needed for full performance and/or the promotion desired.

→ *Promotion.* As SF-171s are submitted, it is vital to review the KSAs on the vacancy announcement. It is there that you can get a better understanding of the marketable skills you have.

Learning how to read vacancy announcements is needed to guide you with both the 171 and the interview. The information given in the announcement describes what is needed at the full performance level, and it is important you fully understand it.

→ *Work assignments.* Are your work assignments too few? How much re-

sponsibility do you have, and how much time does it take to complete a task?

Are you here to work eight hours and assist others if necessary, or are certain things asked of you that are not in your position description and you reveal your displeasure? Do you have too much work, and if so, do you delegate some of the responsibilities to others? Are you selfish and insecure about delegating, and do you know why?

Ask yourself these questions, and think of more. The quality, quantity and work responsibility you have will improve once personal responsibility has been accepted.

Keeping Track of Property

Inventorying, Bar-Coding on Tap Agencywide

The agency is gearing up for the beginning of a new era for property accountability.

FAA's designated property custodians will be conducting an inventory that involves all offices, services, regions, centers, field offices and facilities. Beginning July 1, the inventory will be done within a designated time schedule according to regional property managers.

In addition to the inventory, bar-code labels will be applied to all in-use personal property located within a custodian's area of responsibility. Once applied, these labels will stay with equipment throughout its life.

Any new items, regardless of source, will have bar-code labels applied as soon as they are received at offices, facilities and sites.

For answers to questions on bar-code labels, custodians should call their logistics personnel.

Fees *continued from page 1*
expected in the next decade.

Skinner also said that allowing airports to collect passenger facility charges will give a "substantial boost" to airline competition for these two reasons:

→ Additional airport capacity will allow increased airline access to airports.

→ A legislative prohibition on exclusive long-term lease arrangements with one airline in airport facilities built with passenger facility charge revenues will reduce barriers to entry for air carriers wishing to provide new service at an airport.

These fees are expected to increase dramatically the ability of airport authorities to fund improvement projects.

The final rule, published in the May 29 *Federal Register*, gives airports the flexibility to tailor passenger facility charge programs to their own needs.

Funds from these fees must be used to improve capacity, safety or security of the air transportation system; promote competition; reduce noise; or expand passenger facilities.

Passenger charges were authorized by Congress in the Aviation Safety and Capacity Expansion Act of 1990.

Weekly. *Intercom* appears weekly.

New FAA Drug Handbook On the Way

The *FAA Site Coordinators Handbook/Drug Testing Program* is now being distributed to the agency's Random Drug Testing Program supervisors/site coordinators.

This handbook contains the "Departmental Workplace Drug Testing Guide," the "FAA Policy on Substance Abuse," checklists and other information outlining the program's standards and procedures.

The project was successful, says Harnetta Williams, Substance Abuse Program manager, Office of Labor and Employee Relations, because of the support given by a six-member workgroup consisting of regional drug program coordinators (DPCs) and representatives of the National Air Traffic Controllers Association (NATCA). They were:

Ruth Arnold, Western-Pacific Regional DPC
Sherrille Beverly, New England Regional DPC

Roger Blocker, Southwest Regional DPC

Mike Lambert, Northwest Mountain Region NATCA representative

Dennis McCain, Northwest Mountain Regional DPC and group chair

James Thomas, Eastern Region NATCA representative

FAA Site Coordinators Handbook



Drug Testing Program

Flightplan

Managers' group. The Federal Managers Association, FAA Chapter, has slated their next meeting for *Wednesday, June 12*, in the 10th-floor MacCracken room at 12 noon.

Mike Conner, president, FAA Conference and a supervisor at the Norfolk Tower, is the speaker. For information, contact Henry Butler, x79140, or Ralph Beard, x79337.

Ada symposium. The eighth annual Washington Ada symposium/summer SIGAda meeting will be at the McLean, VA, Hilton, *Monday-Friday, June 17-21*.

The FAA is a sponsor of the symposium (WAdas '91).

This year's theme is "Software: Foundation for Competitiveness." Information on the conference schedule and registration forms may be obtained from Carolyn Strano, AAP-230, x79481.

Technical women. The Technical Women's Organization (TWO) will hold its 1991 convention in Chicago from *Monday to Friday, June 24 to 28*, at the Holiday Inn, O'Hare International Airport.

This year's agenda includes discussions of employee involvement, affirmative action, recruitment, identifying potential supervisors and career strategies.

Also planned is an open forum with representatives of upper management.

Convention registration is \$10 for members and \$20 for nonmembers.

For registration information, contact Nancy Holston, FTS 323-5503 or (303) 286-5503, or Linda Mark, (515) 285-0822.

To make reservations at the hotel, call (708) 671-6350. Room sharing is also available by calling Candy Close, FTS 332-0209 or (317) 247-2209.

Black coalition confab. The Second Annual Training and Awareness Conference of the Washington Headquarters National Black Coalition of Federal Aviation Employees is set for

Thursday and Friday, June 27 and 28, at FAA Headquarters.

Its theme is "A Diversified FAA - Meeting the Challenges and Gaining the Opportunities."

Those who attend will be given training credit, either 8 or 16 hours depending on days of attendance, and certificates of completion for participating in the training workshops.

Register early because of limited space.

A reception is scheduled at 3:30 p.m.

Don't Miss the Deadline

Closing Date Is Final for Extra Job Materials

Beginning July 1, all job application materials *must be received* in the Human Resource Management Division as a *complete package* by the closing date of the vacancy announcement.

Applicants may no longer submit supplemental materials separately.

If you have questions about this procedure, talk to your servicing personnel specialist.

in the MacCracken room on the Thursday of the conference, and an awards lunch will take place that Friday at the Holiday Inn SW.

Prices until June 10 are \$27 for members and \$30 for nonmembers. After June 10 the cost goes up \$5 to \$32 for members and \$35 for nonmembers.

Deborah Mose, x79947, room 606, and Alfredia Brooks, x79941, are the contacts for the conference.

Turn in your completed registration form to Mose.

Salute to managers. The annual "Salute to Managers Luncheon" sponsored by the Federal Women's Program Committee is scheduled for *Friday, June 28*, from 11:30 a.m. to 1 p.m. at the Phoenix Restaurant, 2950 Clarendon Boulevard, Arlington, VA.

Make reservations - space is limited - by *Monday, June 24*, with Marcia Adams, x73488, Lynda Griffin, x78136, Pat Haynes, x78211, or Laura Waters, x77854. The price is \$11.50.

Peggy Gilligan, the Administrator's Chief of Staff, is the speaker.

FACA management. The next three-day Federal Advisory Committee Act (FACA) management training (course 810, session 04) - the last session for the 1991 fiscal year - is scheduled for *Tuesday-Thursday, July 23-25*, at the GSA Training Center, PO Box 15608, Arlington, VA 22215-0608.

FAA's Committee Management Officer, AMS-1, recommends the training for those who provide staff support or legal advice to an FAA advisory committee and for individuals who serve as the designated federal official for an advisory committee - for example, committee management officers, staff contact persons and general counsel staff.

Cost of the training is \$210, and each attendee must submit form 182, "Request, Authorization, Agreement, and Certification of Training" through their training coordinator to AHR-140. The training request should be submitted at least six weeks before the course begins.

For additional information on submission, contact AHR-142, x77379.

Healthbeat

Cancer checks. The Headquarters Health Awareness Program is sponsoring several days of breast cancer screening - *Tuesday through Friday, July 23 to 26*.

This year's screening program has been changed from its usual April schedule because the medical firm that customarily did the screenings discontinued its mobile mammography unit and because of construction outside the building.

This year, Radiation Physics, Inc., of Beltsville, is doing the screening with a mobile unit at Headquarters.

For more information, call Sam Hart, x77964.

Try this. 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 way to burn off extra calories and cut down on elevator usage.

Near Perfect Score

Minnesota Woman Shatters Academy Records

A Minnesota woman has shattered two FAA Academy records. Lisa Gayle Mattson, 23, of Kenyon, MN, graduated from the air traffic controller screen – basic training – program on May 23 with a 99.47 grade point average.

The previous high overall score was 97.78, set in 1987.

In noting the new record at graduation ceremonies in Oklahoma City for some 115 new apprentice controllers, FAA Academy Superintendent Bart Bartanowicz said, "As far as I'm concerned, this is like getting
turn to Academy Records on page 2



Lisa Mattson, the FAA Academy's top controller, receives congratulations from Bart Bartanowicz.

Photo by Jean Hunter

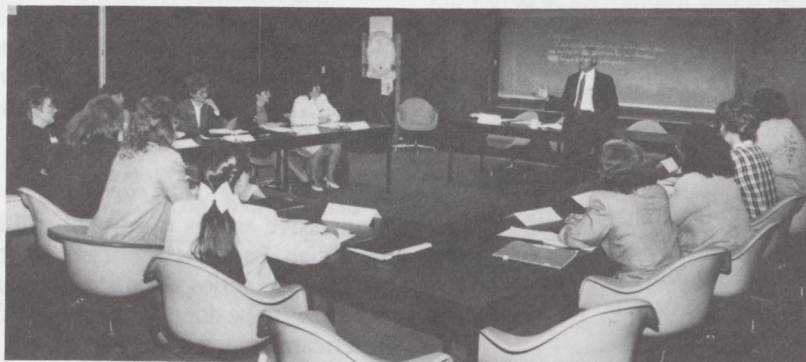
June 18, 1991



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom



Deputy Administrator Barry Harris talks about issues facing the agency with FAA members of the 1991 Women's Executive Leadership class.

On the Move 1991 Women's Executive Leadership Program Kicks Off

FAA's one-day orientation session for the 12 new members in the WEL – Women's Executive Leadership Program – class of 1991 was highlighted last month by remarks from FAA Deputy Administrator Barry Harris.

After short opening comments, Harris held an open discussion with the participants about critical issues facing the agency, training and improving work force diversity.

A four-member panel of last year's WEL graduates then shared their experiences in the program.

Panel members Sherry Colman-Taylor, ACN-110, Katherine Jones, Memphis Airway Facilities Sector Field Office, Debra Plymate, ATR-100, and Stephany Watson, ALG-310, focused on what had worked for them and what hadn't during their year in the program and answered questions from the group.

A second panel of Senior Executive Service members – Irene Barnett, APR-1; Carolyn Blum, ALG-1; Kay Frances Dolan, APN-1; and Ruth Leverenz, ABU-2 – talked

turn to WEL on page 2

Diversity FAA Focuses on Asian Pacific Americans

FAA Administrator James Busey continues to emphasize the agency's drive for a more culturally diverse work force.

In a speech he made last month at Headquarters to mark Asian Pacific American Heritage Month, Busey again said the FAA lags behind the national

Watch for photos of the celebration in an upcoming issue of Intercom.

average in the number of women and minorities in the agency's work force.

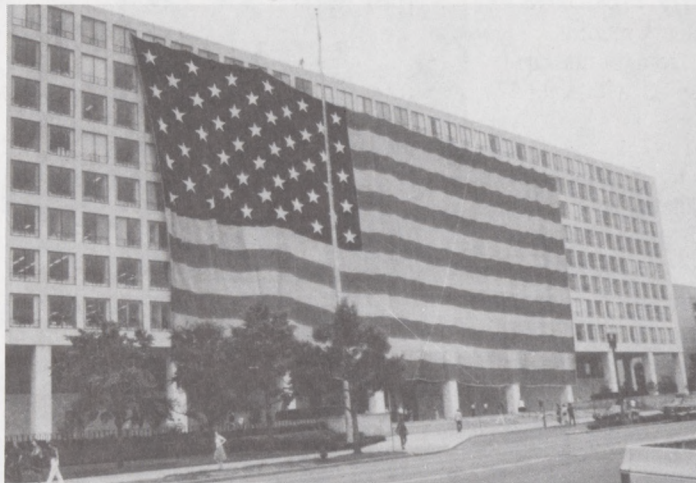
He singled out Asian Pacific Americans.

Currently, Asian Pacific Americans make up 1.9% of the total FAA work force, he said, compared to an estimated 2.9% representation in the civilian labor force.

On the plus side, Busey pointed out, Asian Pacific Americans account for 7.3% of the FAA's professional jobs series – such as engineers and scientists.

"This speaks eloquently of an honored place that education has always had in the value system of Asian Pacific Americans," Busey said.

However, the Administrator added,
turn to Diversity on page 2



Gigantic Salute

The "Stars and Stripes" was raised high, wide and handsome on the FAA Headquarters building to celebrate Flag Day. June 14 commemorates the adoption of the official U.S. flag in 1777.

This year in honor of the event the Great American Flag Association, based in Houston, TX, held a brief program and displayed the American flag on the Independence Avenue side of the building from Friday, June 14, to Sunday, June 16.

In 1987 when this picture was taken, most FAAers didn't get a chance to see the giant flag, which measures 220 feet by 108 feet and weighs 1,500 pounds, because the association raised it on a Saturday and removed it on a Sunday.

Academy Records Shattered *from page 1*

a perfect score on the Scholastic Aptitude Test."

It was the highest score in 10 years.

Mattson also received the first-ever perfect score on the practical problems portion of the course examination.

The written test was "aced" by a student last year.

Some 2,300 students enter the air traffic screen each year.

Mattson was an FAA Cooperative Education Program (COOP) student.

The program allows college students to alternate work assignments with college studies in order to preview their careers in a realistic work setting.

She shared credit for her achievement with her COOP instructors in Minneapolis, her FAA Academy instructors and her fellow students.

"I think it was a team effort - classmates, instructors and COOP program people," Mattson said.

Mattson is no stranger to academic achievement. She recently received a Bachelor of Science degree in aviation-flight operations from St. Cloud State University, graduating magna cum laude.

Before going to work at the Minneapolis tower, Mattson will continue at the FAA Academy for airport terminal follow-on training.

Mattson gets to share another first, as one of the first students to train on FAA's \$10 million tower cab simulator lab, which became operational recently.

Looking forward to her apprenticeship in Minneapolis, Mattson likes the idea of being stationed just 40 miles from home.

"We're a family of farmers," says Mattson, "and I'll be helping out on the farm when I can."

WEL *continued from page 1*

about coming up through the organization to their present positions and provided advice on career development.

At session's end, the WEL group returned to Lancaster, PA, where they continued their Office of Personnel Management orientation.

Participants in FAA's WEL class for 1991 are Sylvia Corcoran, Great Lakes Region; Barbara Dettmer, Great Lakes Region; Patricia Druce, FAA Technical Center; Joann Ford, Southern Re-

gion; Alethia Futtrell, Aeronautical Center; and Jerri Hainley, New England Region.

Also Heather Kemble, New England Region; Denise Lyle, Southern Region; Mary Medley, Central Region; Sylvia Meyer, Northwest Mountain Region; Gloria Speer, Eastern Region; and Sophia Tang, Western-Pacific Region.

Diversity *from page 1*

"impressive as this is, virtually all of the Asian Pacific Americans in the professional series are male, so more still needs to be done for Asian Pacific American women.

"In addition, we need to recruit more Asian Pacific Americans of both genders for our mainstream occupations, such as air traffic, airway facilities and aviation inspection."

Busey said the May 29 event in the lobby was "an occasion of celebration for a community of peoples and their success.

"It is also a reminder that we cannot be satisfied so long as other culturally diverse groups and women in FAA lag behind.

"Let us not forget that the blessings of opportunity that so many of us enjoy must be extended to all," Busey said.

Wednesday Deadline

Intercom is published weekly.

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

Headquarters

Intercom

June 18, 1991
No. 91-24

Published weekly by
The Federal Aviation Administration
Office of Public Affairs, APA-300
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

23 Programs Help Young People Learn about Aviation

The FAA has expanded its Aviation Career Education "ACE" Academy to all nine regions.

Now there are 23 programs, up dramatically from last year's five.

"ACE" is a summer program where young people spend one or two weeks studying aviation at colleges, universities and military or FAA facilities.

It is given in two unique formats - ACE I and ACE II. They have differently focused curricula and learning environments.

ACE I is "basic" aviation career

education. The one-week resident or nonresident program provides opportunities to explore various career options within FAA and civil aviation.

Students receive orientation presentations and visit airports, airlines, general aviation operations, air traffic control towers and other FAA facilities.

The host institution offers a variety of additional "hands on" learning experiences, and most locations have introductory airplane flights.

ACE II is "advanced" aviation career education. The two-week resident pro-

gram is conducted in cooperation with the Civil Air Patrol, Boy Scouts, Naval Sea Cadet Corps, colleges and Department of Defense partners.

ACE II is a much more academically rigorous program.

It focuses on preparing students for initial private pilot certification, air traffic control or electronics/communications work. Most of the time is spent in classroom lecture and study.

Interested in additional information about tuition and registration fees? Contact the institutions listed below:

Alaskan Region

University of Alaska Fairbanks
Fairbanks, Alaska
ACE I

July 30, 31 and August 1
Dr. Carol Lewis 907/474-5550

FAA Flight Service Station
Anchorage, Alaska
ACE I

August 5 - 9
Mary Lou Wojtalik 907/271-5293

Central Region

Kansas State University - Salina
Salina, Kansas
ACE II - Flight
July 15 - 26

Larry Pankratz 913/825-0275

Eastern Region

Civil Air Patrol
Ft. Belvoir, Virginia
ACE II

July 21 - August 2
August 4 - August 16
Judge Robert T. S. Colby 703/549-7722

Eastern Region Headquarters
Jamaica, New York
ACE I

July 15 - 19
Charlie Pagnini 718/917-1056

Great Lakes Region

Parks College of St. Louis University
Cahokia, Illinois
ACE I

July 15 - 19
Paul McLaughlin 618/337-7500, ext. 364

Minneapolis Air Route Traffic Control Center
Farmington, Minnesota
ACE I

August 4 - 9
Jimmie H. Walker 612/463-3370

Selfridge Air National Guard Base
Selfridge ANG Base, Michigan
ACE I

August 19 - 23
Barbara Koscak 313/466-4884

New England Region

Bangor Airway Facility
Sector Field Office
Bangor, Maine
ACE I

August 12 - 16
Bob Conrad 207/942-6690

Northwest Mountain Region

Museum of Flight
Seattle, Washington
ACE I

July 29 - August 2
April Holtum 206/227-2005

Southern Region

Naval Sea Cadet Corps
Pensacola, Florida
ACE II

July 21 - August 2
Judge Robert T. S. Colby 703/549-7722

Embry-Riddle Aeronautical University
Daytona Beach, Florida
ACE I

June 16 - 21 and June 23 - 28
Patricia Fleener-Ryan 904/239-6852

Civil Air Patrol

Ft. Rucker, Alabama
ACE II

July 28 - August 9
Judge Robert T. S. Colby 703/549-7722

Southwest Region

Oklahoma State University
Stillwater, Oklahoma
ACE I

June 9 - 28
Dr. Steve Marks 405/744-7015

University of New Mexico
Albuquerque, New Mexico
ACE I

June 10 - 14, June 17 - 21
and June 24 - 28
Richard S. Sanchez 505/277-3861

Northeast Louisiana University
Monroe, Louisiana
ACE I

July 15 - 20
Ernie Bruce 318/342-1784

Southeastern Oklahoma State University
Durant, Oklahoma
ACE I

July 15 - 19
Bill Edwards 405/924-6886

Washington Headquarters

Washington, D. C.
August 19 - 23

Mary Jo Byberg 202/267-3465

Western-Pacific Region

U.S. Marine Base
El Toro, California
ACE II

July 21 - August 2
Fred O'Donnell 213/297-1431

Healthbeat

Heart advice. A medical journal says people don't have to die from a heart attack just because they're alone.

If they can keep conscious for just 10 seconds, they may be able to cough their way back to life.

That health tip appeared in *The Southern Medical Journal* and has been reprinted in other publications.

The magazine carried a four-page article on heart attacks with some familiar advice, but it also contained this advice about coughing.

"Rush to a phone to call for help and start coughing," says the article.

"Take a deep breath before each cough.... Repeat the breath and cough every one to two seconds until help arrives...."

The reason this technique can work, the article says, is because deep breaths get oxygen into the lungs, and coughing squeezes the heart to keep blood circulating.

Cancer checks. The Headquarters Health Awareness Program is sponsoring several days of breast cancer screening - *Tuesday through Friday, July 23 to 26.*

This year's screening program has been changed from its usual April schedule because the medical firm that customarily did the screenings discontinued its mobile mammography unit and because of construction outside the building.

This year, Radiation Physics, Inc., of Beltsville, is doing the screening with a mobile unit at Headquarters.

For more information, call Sam Hart, x77964.

Flightplan

15th anniversary celebration. To celebrate its 15th anniversary, the National Air and Space Museum will offer a wide variety of special activities on *Monday, July 1*, from 9:30 a.m. to 7:30 p.m.

They include reduced admission prices to the museum's first IMAX film attraction - "To Fly!" - and its most recent film "Blue Planet," tele-

Building Bulletin Board

New elevators on the way. Work has started on the first phase of a major elevator renovation at the FAA Headquarters building.

Next month, the contractor will block off four elevator cars on the west side of the building.

At that time, they will be out of service for about 20 weeks to perform a complete overhaul including installation of new elevator cars and computerized controls.

The total elevator renovation and upgrade is expected to be completed by early 1994.

scope viewing of the sun - weather permitting, photo opportunities for children, drawings for prizes, lectures, demonstrations and tours.

The museum has recorded more than 130 million visitors since it opened its doors on July 1, 1976.

Training conference. The Second Annual Training and Awareness Conference of the Washington Headquarters National Black Coalition of Federal Aviation Employees is set for *Thursday and Friday, June 27 and 28*, at FAA Headquarters.

Its theme is "A Diversified FAA - Meeting the Challenges and Gaining the Opportunities."

Those who attend will be given training credit, either 8 or 16 hours depending on days of attendance, and certificates of completion for participating in the training workshops.

A reception is scheduled at 3:30 p.m. in the MacCracken room on the Thursday of the conference, and an awards lunch will take place that Friday at the Holiday Inn SW.

Prices are \$32 for members and \$35 for nonmembers.

To register, contact Deborah Mose, x79947, room 606, or Alfredia Brooks, x79941.

Money alert. FAAers have until *Wednesday, July 31* to sign up for the Thrift Savings Plan or change the amount of their current contributions to any of the plan's three funds.

The following employees are eligible to participate during the open season.

→ Civil Service Retirement System

(CSRS) and Federal Employees Retirement System (FERS) employees with continuous service beginning no later than July 1, 1990.

→ Employees hired from July 1, 1990, to December 31, 1990.

→ Rehired CSRS or FERS employees who were previously eligible to participate.

Rehired employees who are not eligible to participate will become eligible in the second open season after being rehired.

CSRS employees may contribute 5% of their earnings with no government match.

FERS employees may contribute 10% of their earnings, with a 5% government match, which includes the agency's 1% automatic contribution.

All contributions are tax deferred until they are actually withdrawn from the plan. There are three investment funds under the plan.

The Thrift Saving Plan election form (TSP-1) and the interfund transfer form (TSP-30) are available from AHR-140 at Headquarters.

Elections received before July 14 will be effective on July 14, and elections received after that date will be effective on the first full pay period after receipt by AHR-140.

FAAers with questions can contact Ida Mack, x73881, or Barbara Claytor, x73873.

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

Weekly. *Intercom* appears weekly.



FAA team confers with aviation officials in the Soviet Union. The picture on the back wall is of Lenin, the Russian revolutionary leader, 1870-1924.

Learning About Aircraft Certification, Soviet Style

FAA, Russians Developing an Airworthiness Agreement

FAA has been working closely for four decades in reciprocal airworthiness certification efforts with its Canadian, Western European and Australian counterparts but is



only now becoming familiar with the fundamentals of aircraft certification in the Soviet Union.

Currently, the two countries are working towards a future bilateral airworthiness agreement.

During April an aircraft certification team
turn to Soviets on page 3



The FAA delegation visited the Mil Moscow Helicopter Plant. Shown from the left are Craig Beard, AIR-1; three Mil engineers; Tony Broderick, AVR-1; Adolfo Astorga, AIR-4; and Marat Tishchenko, general designer at the helicopter plant.

On the Road

FAA Team Inspects Airline Anti-Drug Programs

FAA's anti-drug team is on the road inspecting airlines to make sure they're implementing new drug testing programs required by DOT and FAA regulations.

The Office of Aviation Medicine's Drug Abatement Branch, AAM-220, has already processed and approved more than 5,200 plans submitted by aviation companies in response to the new rules.

With the completion of this initial phase, AAM-220 is now inspecting anti-drug programs for compliance.

The regulations require domestic and supplemental air carriers, air
turn to Anti-Drug Inspectors on page 2

June 25, 1991



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

Headquarters Intercom

Buyers Beware

Unauthorized Procurement Actions Increase

There's been an increase in unauthorized procurement actions, and the Contracts Division, ALG-300, advises FAAers to be careful.

An unauthorized procurement action is an agreement to provide services or supplies that is not binding on the government solely because the government representative who made it lacked the authority to enter into the agreement.

Only a duly warranted FAA contracting officer can enter into a contract or purchase order and commit funds for the FAA, ALG-300 emphasizes.

The usual example of an unauthorized procurement action
turn to Beware on page 3

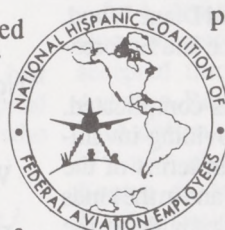
Pay Boost

Controllers at Four Airports to Get Raises

Air traffic controllers in towers at three New York area airports—LaGuardia, John F. Kennedy and Newark—and at San Francisco International will receive pay raises because of the complexity
turn to Pay Boost on page 3

Highlights

Get Ahead. A special training conference sponsored by the Hispanic Coalition of Federal Aviation Employees aims to help FAAers get ahead in their careers. Find out more on page 4.



Spiffier. The fifth floor snack bar is getting a new look. Details in "Building Bulletin Board" on page 4.

Goal within Reach. The FAA is well on its way to meeting a DOT goal to achieve 90% employee participation in the direct payroll deposit-electronic funds transfer program by this September 30.

As of March 31, the FAA's overall participation was 85.7%. Several agency organizations
turn to Highlights on page 2

Anti-Drug Inspectors on the Road *from page 1*

taxi and commuter operators, other commercial operators, contractors to these air carriers and operators and air traffic control facilities not operated by the FAA or Department of Defense to implement anti-drug programs.

Aviation employees located within the United States with the following job duties are affected:

Air traffic control

Aircraft dispatcher

Aircraft maintenance and preventive maintenance

Aircraft security and screening

Flight and ground instruction

Flight attendant

Flight crewmember

Flight testing

Employees located outside U.S. territory will not be affected until January 2, 1992.

Compliance and enforcement teams consisting of AAM-220 members and aviation drug abatement program managers from the regions have inspected both large and small airlines.

Future inspections will also include contractors and others who perform work covered by the regulations.

"We are concentrating on involving each of the nine FAA regions in the inspection process and inspecting a representative cross section of covered aviation companies," said Diane Wood, AAM-220's Compliance and Enforcement Team chief.

"The anti-drug rule is complicated. Our inspections are providing invaluable information both in terms of the inspection process itself and in the kinds of information we can provide to the aviation industry in our ongoing efforts to help them implement and improve their individual anti-drug programs."

AAM-200 staff and regional aviation drug abatement program managers recently completed compliance and enforcement training in Alexandria, VA. The training emphasized the inspection process and follow-up procedures.

Team members are currently participating in the "Oral Communications and Conflict Management" course

'Our inspections are providing invaluable information . . . to the aviation industry in our ongoing efforts to help them implement and improve their individual anti-drug programs.'

Diane Wood
AAM-220

taught by FAA Academy instructors.

Actions began several years ago to initiate drug testing in the aviation industry.

The FAA issued an advance Notice of Proposed Rulemaking in December 1986, a Notice of Proposed Rulemaking in March 1988 and held public hearings that June.

The agency issued the final aviation industry anti-drug rule in November 1988.

Highlights *from page 1*

have exceeded the 90% goal or are on the brink of breaking it. They include:

Alaskan Region, 93.2%

Aeronautical Center, 89%

FAA Technical Center, 87.1%

Northwest Mountain Region, 88.5%

Southern Region, 88.4%

Southwest Region, 87.9%

Washington Headquarters, 91.5%

Western-Pacific Region, 88%

FAAers are urged to use direct deposit and electronic funds transfer

Headquarters

Intercom

June 25, 1991
No. 91-25

Published weekly by
The Federal Aviation Administration
Office of Public Affairs
Employee Communications Branch, APA-340
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

because it saves the federal government money and offers benefits to employees.

It eliminates the cost of printing, mailing and processing U.S. Treasury checks.

Employees benefit because of its timeliness and security.

Under direct deposit and electronic funds transfer, an enrollee's money is available at the opening of business each payday and desposits are always made on time whether or not an employee is on travel, sick leave or vacation. There is also faster service in reissuing or replacing a salary payment.

No Flag. The ceremony and display of the giant 220-foot-by-108-foot flag on the FAA Headquarters building ran into a snag and did not take place June 14 to 16 as stated in the June 18 edition of *Intercom*.

The flag display, damaged at another showing, was not available for the FAA exhibit reports Ed Neff of the Logistics Service.

The Great American Flag Association may reschedule the display for a later date, he says.

Quality Quest. Bill Cotliar, manager, FAA Quality Field Office, Logistics Service, has recently been reappointed as an examiner for the Malcolm Baldrige National Quality Award.

Cotliar, who has served on the panel before, was named by the director of the National Institute of Standards and Technology, the award management organization.

The award created in 1987 is the highest level of national recognition for quality that a U.S. company can receive.

Travel Advisories. Planning a flight to a foreign country?

It's a good idea to call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

Every Week. The *Headquarters Intercom* is published weekly.

Beware of Unauthorized Procurements *continued from page 1*

is when a contractor or vendor is told orally or in writing by an FAA employee to provide services or supplies without an agreement signed by the contracting officer.

Such an action is improper, and the employee may be subject to disciplinary action in accordance with FAA Order 3750.4 "Conduct and Discipline."

It doesn't matter that the employee planned to obtain a legal agreement later to cover the unauthorized action, or that the procurement was so urgent that it couldn't wait until a legal agreement was signed, or that only a small dollar amount was involved - none of these are valid excuses.

Under certain circumstances, unauthorized procurement actions may be ratified. This means that the unauthorized action is authorized retroactively.

FAA Order 4405.14A "Ratification of Unauthorized Actions" allows the head of contracting activity (HCA) - ALG-1 at Headquarters and the regional and center directors - to ratify the unauthorized action provided:

→ The FAA has obtained a benefit from the unauthorized commitment.

→ The head of contracting activity could have granted authority to enter into the commitment when it was made and can still do so now.

→ The resulting contract or purchase order would otherwise have been proper if made by a contracting officer.

To have an unauthorized procurement action ratified, the requirements office must submit a procurement request to their appropriate ALG-300 contracting branch.

An accompanying memo, concurred in by legal coun-

sel (AGC-500), must state, among other things:

→ Why the action took place.

→ What steps will be taken to avoid such occurrences in the future.

→ What disciplinary action, if any, is necessary.

→ Funds are available and were available when the unauthorized commitment was made.

→ Why the action should now be approved.

A contracting officer will then determine whether:

→ The price to be paid, if ratified, is fair and reasonable.

→ Payment should be made.

→ Settlement of the unauthorized commitment will not involve a potential claim by the contractor or vendor.

→ The provider of the supplies or services anticipated payment.

If the contracting officer determines payment is appropriate, he or she will recommend to the head of contracting activity that ratification be made.

Even if an unauthorized procurement action is eventually ratified, it means the vendor has to wait for payment, the government employee suffers embarrassment as well as the possibility of disciplinary action and time is wasted and needless paperwork is generated for the requirements and contracting offices.

Those involved in obtaining services or supplies should never tell a provider to begin work until a contract or purchase order has been signed by a contracting officer.

If you think you may have made an unauthorized procurement action, see your servicing contracting personnel in ALG-300 immediately for assistance.

Pay Boost at Four Airports *continued from page 1*

of their duties. FAA Administrator James Busey made the announcement on June 12.

The four airports will join Atlanta, Los Angeles, Chicago O'Hare and Dallas as the only level five towers in the FAA system.

They will be upgraded from level four to level five by June 30.

"The controllers in these facilities have very complex jobs that are critical to the operation of the nation's aviation system," Busey said.

"This action will allow us to provide pay that matches their level of responsibility."

A Congressionally directed study, conducted between November 1990 and April 1991, found that the upgraded pay was justified at the four

locations because controllers had complex duties that were more typical of those performed by controllers who work in level five towers.

Soviets *continued from page 1*

headed by Tony Broderick, FAA's Associate Administrator for Regulation and Certification, concluded its 10-day visit to the Soviet Union and its agency overseeing aviation affairs.

Team members, who also included Craig Beard, director of the Aircraft Certification Service, and Adolfo Astorga, International Airworthiness Officer, focused on getting acquainted with the Soviet regulatory system.

As a step toward a future bilateral airworthiness agreement, the agency accepted through the Soviet's State Aviation Register an application for FAA design certification of two kinds of Soviet planes, the Tupolev Design Bureau model TU-204-200 and the Ilyushin Design Bureau model IL-96M.

More about how the FAA is working with its Soviet counterparts will be published in an upcoming *FAA World*.



These lapel pins are from meetings between U.S. and Soviet aviation officials.

Recycle It. The white color of the *Intercom* allows it to be recycled.

Flightplan

Hispanic conference. The National Hispanic Coalition of Federal Aviation Employees will hold its 13th annual National Training Conference Tuesday, August 20 through Thursday, August 22, at the Sheraton Hotel on Baltimore's Inner Harbor.

FAA Administrator James Busey will be the keynote speaker at opening ceremonies on August 20.

This year's theme is "Preparing Today for Tomorrow."

Workshops are planned on SF 171 preparation; how to write statements on knowledge, skills and abilities; individual development plans; the supervisory identification program; and communications skills.

The conference offers FAAers a training opportunity to "package and market" themselves for career advancement.

All FAAers are welcome. For more information, contact Raul Ratcliffe, conference chairperson, Eastern Region Civil Rights Staff, FTS 667-1001, commercial (718) 917-1001.

Moving Up through the Ranks

At Headquarters, Secretaries Week observances earlier this spring included a six hour seminar cosponsored by the Office of Civil Rights Federal Women's Program Committee (FWPC) and the Human Resource Management Division, AHR-100.

Participants received credit for the training and a certificate. The audience of 60 learned about image and career development from D. R. & Associates. Diane Flanagan Montgomery of the firm spoke on mentorship, and Dr. Edith Booker gave a talk on motivation and personality. Irene Barnett, director, Office of Program and Resource Management, APR-1, was the guest speaker, and her topic was "Moving up through the Ranks: Secretary to Professional." The FAA Chorale sang at the seminar.



Montgomery



Barnett

KSAs/SF 171s. On Monday, July 29, from 10 a.m. to 12 noon, the Federal Women's Program Committee has scheduled a workshop in conference room 9A&B.

It will demonstrate techniques for re-

sponding to the "Knowledge, Skills, and Abilities" factors included in most job announcements.

The way to fill out SF 171s will also be covered. Fred Williams, AHR-150, will lead the program.

Coalition conference. The Second Annual Training and Awareness Conference of the Washington Headquarters National Black Coalition of Federal Aviation Employees is set for Thursday and Friday, June 27 and 28, at FAA Headquarters.

Its theme is "A Diversified FAA - Meeting the Challenges and Gaining the Opportunities."

Those who attend will be given training credit, either 8 or 16 hours depending on days of attendance, and certificates of completion for participating in the training workshops.

A reception is scheduled at 3:30 p.m. in the MacCracken room on the Thursday of the conference, and an awards lunch will take place that Friday at the Holiday Inn SW.

Prices are \$32 for members and \$35 for nonmembers.

Ola Melvin, x78305, room 719, and Alfredia Brooks, x79941, are the conference contacts. Turn in registration forms to Deborah Mose, x79947.

Building Bulletin Board

Here's an update on some items the Headquarters Building Management Division, ALG-500, is working on with the General Services Administration, FAA Headquarters Building's landlord.

Snappier snack bar. The snack bar on the fifth floor will get a new, spiffier look. After meeting with the GSA, the Building Management folks say the snack bar will get a new coat of paint along with new furniture and floor covering.

More pickups. Following a request by the FAA, the GSA is requesting more frequent pickups of the newspaper recycling containers. They've been jam-packed.

FAAers have asked why the newspaper recycling boxes are the smallest of the set. The answer: Newspapers are heavy, and the boxes are designed to hold the maximum weight that custodians can lift.

Easier access. The GSA has contracted to have the threshold replaced on the doors that give handicapped employees easier access to the building. The doors are located on the C Street side of the main lobby.

Garage lights. The GSA is monitoring the B-level garage lights, which have been out because a sensor has been continuously tripping a circuit breaker. The GSA said it will report back to the FAA when it finds the cause of the problem.