



Welcome Home

When Oklahoma's Tinker Air Force Base was scouting for a place to throw a welcome-home party for returning Desert Storm veterans, the FAA came to the rescue. Thanks to the agency, an Aeronautical Center hangar was turned into a giant reception area. More pictures of the emotion-laden event on pages 4 and 5.

July 2, 1991



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

Fatalities Fall

General Aviation Accident Deaths at All-Time Low

The number of people who died in aviation accidents last year dropped by 28% from 1989, the National Transportation Safety Board reports.

Here are the statistics:

→ Deaths in accidents involving major airlines declined from 278 to 39.

→ Commuter deaths dropped from 31 to 4, equal to the previous lowest year recorded in 1986.

turn to **Fatalities** on page 6



Wings in the Wind

A little tyke is surprised by this glittering array of birds. It shows origami, the Oriental art of intricate paper folding. The mobile contains 2,500 paper birds and was on display in the Headquarters lobby as part of the recent Asian Pacific American Heritage Month celebration. Turn to page 8 for more about the event.



Washington National Airport replaced the old Hoover Airport, shown here.

50th Anniversary National Airport Celebrates the Past, Looks to the Future

Washington National Airport marked its 50th anniversary last month with a look at the past and an eye on the future.

On June 16, the airport celebrated five decades of air service with a two-day open house.

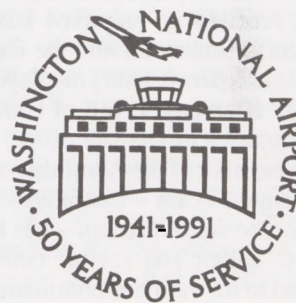
Washington National opened on June 16, 1941. It was built on a site selected by President Franklin Delano Roosevelt to replace Hoover Airport, which occupied the present location of the Pentagon.

Over the past half century, National has provided air service to nearly 400 million passengers.

Once operated by the FAA, a new Metropolitan Washington Airports

turn to **50 Years** on page 6

This anniversary logo shows the design of the current main terminal at National Airport. It was built to look like George Washington's home at Mount Vernon.



Highlights

Black Pilots Win. A U.S. district court in Pittsburgh has ordered USAir to stop using a preferential hiring procedure and to pay an undisclosed amount of back salaries as part of a settlement with two black pilots who charged they were discriminated against by the airline.

In May, a U.S. district judge ruled that both men were denied jobs at USAir because of a backdoor hiring system that gave preference to friends and relatives of employees and discriminated against blacks.

Although one of the pilots was eventually hired by USAir in 1984 and the other became a USAir employee through a merger with Pacific Southwest Airlines in 1987, the judge ruled

that both men were discriminated against in 1982 when they originally applied for employment.

Additionally, the judge ruled that the pilots were entitled to back pay and seniority retroactive to the dates when they should have been hired.

As part of the court order, both sides are restricted from discussing the case of the financial settlement.

Earlier, the pilots told the court that they were entitled to more than \$1 million, but USAir contended that the sum was closer to \$900,000.

Aloha Suit Settled. Boeing and the pilot of an Aloha Airlines jet that lost part of its fuselage in flight have reached a settlement of the pilot's lawsuit.

Details of the June 10 settlement weren't revealed.

The deal was announced three days

before the case was scheduled to go to trial in Honolulu Circuit Court.

The lawsuit was filed by Flight 243 pilot Robert Schornstheimer, 45, and his wife, Mary, against Seattle-based Boeing.

The pilot charged Boeing with negligence, product liability and breach of contract, saying he suffered flashbacks, stress and other emotional problems because of the accident.

The Boeing 737 was flying at 24,000 feet on a flight from Hilo to Honolulu on April 28, 1988, when part of the fuselage blew off.

Schornstheimer and copilot Mimi Tompkins were able to land the jet at Kahului Airport 15 minutes after the incident. A flight attendant died in the accident.

Fighting Terrorism. The FAA has a new regulation requiring aircraft crewmembers to be notified when there is a "specific and credible" security threat affecting their flight.

The final regulation, effective in mid-July, clarifies an air carrier's responsibility to disseminate threat information to in-flight security coordinators.

Typically, the in-flight coordinator is the pilot-in-command.

The amendment also establishes new requirements to provide the information to flight and cabin crewmembers.

When a "specific and credible" security threat is received, an air carrier is required to notify ground and in-flight security coordinators of the threat, evaluation of the threat and countermeasures to be used.

It is also the airline's responsibility to ensure the flightcrew is notified. If a threat cannot be countered, the flight could be canceled.

Whether a threat is "specific and credible" is determined by the airline's security experts in consultation with the FAA and other government organizations.

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 use.

\$10,000 Stipend

Nominations Wanted for DOT's Eisenhower Award

The FAA is looking for nominations for the Dwight D. Eisenhower Award, an employee recognition that carries a \$10,000 stipend.

The award honors a line DOT civilian employee whose exemplary work, dedication, productivity and attitude serve as a model for fellow employees.

The honor is given at the DOT Secretary's Annual Awards ceremony in the fall.

To be eligible, an employee must have worked for the DOT for at least three years and currently be a civilian.

The employee must be either a first-line supervisor or a non-supervisory/non-managerial employee.

The employee may work at any organization level in the DOT.

In addition to a \$10,000 check, the winner receives an engraved bust of President Eisenhower, and the recipient's name is permanently displayed in the DOT Secretary's Hall of Fame in the Secretary's immediate office.

Each member of the Administrator's Management Team - executives who report to the Administrator - has been asked to solicit and review nominations and to forward one nomination to

the Office of Human Resource Management, AHR, for consideration by an AMT panel.

DOT Secretary Sam Skinner, who created the award, wants to make sure that all FAAers participate in the nominations.

AMT members are developing instructions for preparing and submitting nominations in their own organizations.

Since nominations are due to AHR by July 17, employees and supervisors who wish to offer a nomination should get instructions and begin developing a brief justification.

Headquarters FAAers can get information and nomination forms from AMT members or Ann Hoffer or Janie Gordon, AHR Executive Staff, x73855.

Straightlined field employees should contact their division office. Information is also available from Human Resource Management Divisions.

By July 26, the Administrator, aided by the AMT panel, will select two FAA employees to be considered.

They will be considered for the award, along with nominations from other DOT transportation modes.

Working better and smarter and striving for continuous improvement is one of FAA's top goals as the agency forges ahead with Total Quality Management.

Total Quality Management, TQM for short, got an important boost from a special 16-member group formed earlier this year.

Called the Executive Steering Group, it consists of top FAA managers, including Administrator James Busey who chairs the group, and three union presidents.

See list of members below.

The steering group is accelerating TQM by:

- Developing long- and short-range TQM goals.
- Demonstrating leadership.
- Providing resources for TQM education and training.
- Setting up and chartering quality management boards to address broad areas for potential improvement.
- Providing guidance, authority and resources to foster the continuous im-

provement in the quality of the work environment and FAA's products and services to both internal and external customers.

The group has met four times -- in January, April, May and June -- and plans to continue to meet monthly.

One of the group's most important goals is to provide TQM "awareness" training to all FAAers. TQM "tools" training is also being offered and will be provided on a just-in-time basis as employees become involved in quality improvement projects.

The FAA has decided to train agency employees using in-house personnel.

Organizational Dynamics, Inc., has been selected to provide "train the trainer" instruction to key FAAers. In turn, these employees will help with

in-house training for their fellow employees.

To date, two train-the-trainer "awareness" and two "tools" workshops have been held with additional courses planned through the 1992 fiscal year.

Along with top-level commitment and involvement and training, other initiatives are underway throughout the agency:

An informal quality network meets every other Tuesday afternoon at Headquarters to exchange information, share ideas and experiences and promote TQM.

Regions and centers are included quarterly through telephone hookups.

Attendees at these meetings have normally been mid-level FAAers and first- and second-level managers, but all are welcome.

Network minutes are available to interested FAA employees.

Many organizations have moved ahead with their quality improvement plans -- at Headquarters, regions and centers -- but these efforts are just a beginning.

The TQM team stresses that the FAA is committed to continuous improvement and is building on these experiences by incorporating successful ideas and approaches and identifying "lessons learned."

As more training is provided, awareness increased and more FAAers involved, the agency will provide a greater focus on all customers -- both internal and external. This will make quality an integral part of all agency operations.

Ted Criswell, special assistant for TQM, is the person to contact if you are interested in joining the FAA Quality Network, receiving the network's minutes of meetings or have TQM-related questions. His phone number is FTS 267-7925 (area code 202).

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

Forging Ahead

Top Managers Focus on Total Quality Management, Awareness Training on Tap for All FAAers

TQM

Spearheading TQM

FAA's Total Quality Management Executive Steering Group has 16 members. In addition to Administrator James Busey and Deputy Administrator Barry Harris, they are:

- Arnold Aquilano**
Associate Administrator for Airway Facilities
- Steve Bell**
National President, National Air Traffic Controllers Association
- Tony Broderick**
Associate Administrator for Regulation and Certification
- John Burt**
Executive Director for Acquisition
- Ted Criswell**
Special Assistant for TQM
- Joe Del Balzo**
Executive Director for System Development
- Arlene Feldman**
New England Regional Administrator
- Len Griggs**
Assistant Administrator for Airports
- Bruce Henry**
National President, National Association of Air Traffic Specialists
- Howard Johannsen**
National President, Professional Airways Systems Specialists
- Herb McLure**
Associate Administrator for Human Resource Management
- Mike Moffet**
Assistant Administrator for Policy, Planning and International Aviation
- Bill Pollard**
Associate Administrator for Air Traffic
- O. K. Steele**
Assistant Administrator for Civil Aviation Security



Welcome

FAA Hosts Patriotic, Emotional

When the Marines were looking for a few good spots in Oklahoma City, the FAA was glad to help. The "It took a lot of work," says FAA Operations Information. Looking back on the May 16 U.S. Marine Corps Aeronautical Center that Thursday evening, he added, "A lot of Oklahomans agreed with Waldrup about the



showed of Battle stationer "Fox" homa, a center to It was the big I rate planning on the part of the USMC's host comm unit made Hangar 8 into a colorful, balloon-filled area 50-foot-by-30-foot American flag.

A solid, cheering crowd greeted the Marines as they moved from the rear of the hangar to music from a local marching band. This was after all the formalities, when the troops were

According to Marine Corps Captain Charles Lockwood, the battery's out-processing had been completed, and they were ready to return to their civilian lives.

Marine Corps Reserve officials turned to the Aeronautical Center. The Force Base couldn't provide facilities and Oklahoma City couldn't have a large enough area for the elaborate welcome



Persian Gulf Veterans Get Extra Time To Renew FAA Certificates

A new regulation gives civilians and members of the military who served in Operation Desert Storm and Desert Shield extra time to renew or use some types of FAA certificates and other authorizations.

Documents such as flight instructor certificates, inspection authorizations and written test results would have otherwise expired because the holders were in the Persian Gulf War or supporting troops from other areas and were unable to renew or use them.

"The government called on these people, often on very short notice, to serve their country," DOT Secretary Sam Skinner said. "The least we can do is give them more time to renew certificates."

FAA Administrator James Busey added that "we are trying to ease the way for these people to promptly renew their certificates, which in many cases are essential to returning to their jobs, without having to start all over again from scratch."

In the past, the FAA has denied requests for exemptions from the time limitations, saying that regulations provide adequate time for compliance.

But the swift and massive build-up in the Persian Gulf area gave many of those called to serve little time to comply.

meBack

Emotional Homecoming

Good spots to hold a big welcome home celebration. The Aeronautical Center's Hangar 8 fit the bill. Operations Information Center supervisor Jack Waldrup. Marine Corps Reserve welcome home held at the he added, "but those guys were worth it!" about the Marines and their families. Over 5,000 showed up to welcome the 200 returning reservists of Battery F, 2nd Battalion, 14th Marines, last stationed in northern Kuwait.

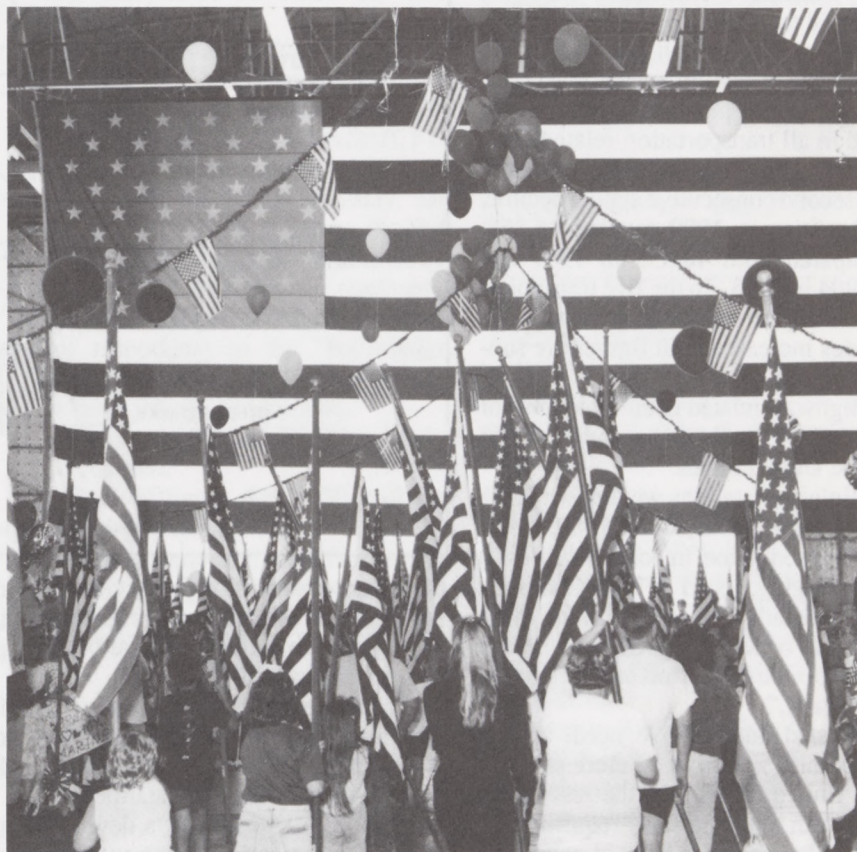
"Fox" Battery Marines came from all over Oklahoma, and so did the thousands who came to the center to welcome them.

It was an emotion-charged welcome even before the big DC-10 appeared on the FAA ramp. Elaborate committee decorators and local Marines from the filled arena, dominated by Tinker Air Force Base's

as they stepped onto a red carpet in the south part band. The most emotional part of the homecoming were dismissed and families reunited.

es Locke, who coordinated the homecoming, the, and the reservists left the Aeronautical Center to

the Aeronautical Center for help when Tinker Air Oklahoma City's Will Rogers Airport officials didn't welcome.



Photos by Mike Harvey

50 Years *from page 1*

Authority has begun a major \$735 million building plan for a new passenger terminal connecting to Metro, a new roadway system and parking garages.

Find out more about National in an upcoming issue of *FAA World*.

President Franklin Delano Roosevelt speaks to a large crowd at National Airport's cornerstone dedication ceremony on September 26, 1940. The airport opened the next year on June 16, 1941.



Fatalities *from page 1*

→ Fatalities for air taxis were down from 88 to 42.

→ General aviation deaths declined from 757 to 742, an annual low.

Overall, the number of people who died in all transportation-related accidents in 1990 dipped by 3% from 1989, the second consecutive annual decline.

Fatalities in 1990 totalled 46,858, compared with 48,335 in 1989 and 49,904 in 1988. In the five transportation categories surveyed, only rail fatalities increased. All figures are subject to updating.

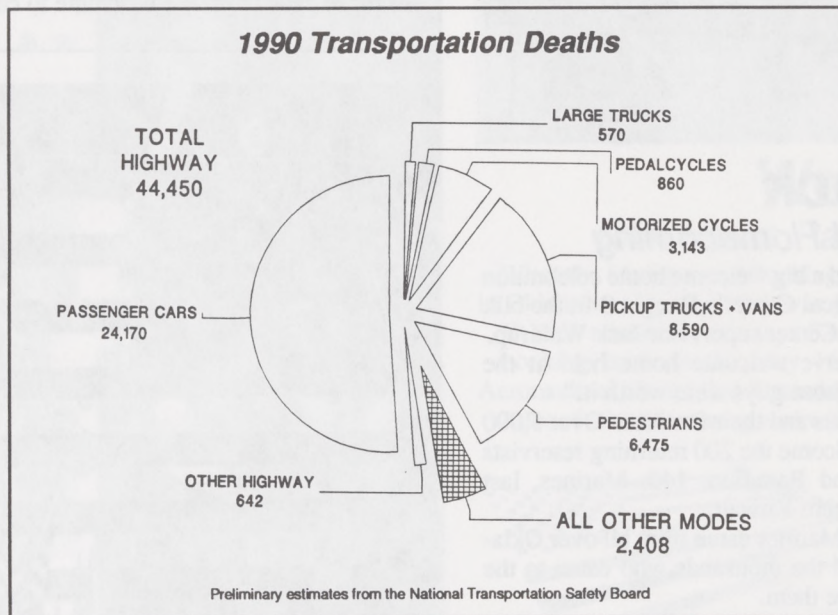
Highway-related deaths account for about 95% of all transportation deaths in the United States.

Highway fatalities went down 2.5% to 44,450 from 45,582 in 1989.

"The reduction in total fatalities is encouraging," said NTSB Chairman Jim Kolstad. "However, much more needs to be done, especially to reduce the enormous death toll on our nation's highways."

Kolstad added, "We need, among other things, to have 12 more states in the United States join the rest of the nation in enacting laws requiring the use of lap/shoulder belts in cars, vans and light trucks."

"We also need to have 20 remaining states pass laws allowing administra-



tive license revocation for any driver, suspected of drinking or using drugs, for refusing to take a chemical breath test, or failing one," he said.

A combined 7% reduction - to 920 fatalities - was recorded in commercial shipping and recreational boating.

Recreational boating fatalities decreased from 896 to 865, a new low. Data for commercial marine accidents is still incomplete.

Rail fatalities rose 16% to 656 persons in 1990. Intercity rail fatalities

climbed to 601 from 523, and rapid transit deaths were up from 45 to 55 persons.

Grade crossing accidents - involving trains and highway vehicles - accounted for 691 fatalities, down from 801 in 1989.

Pipeline fatalities decreased from 39 to 5 in 1990.

Wednesday Deadline. *Intercom* is published weekly.

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

Aviation Jobs

ICAO Has Openings in Montreal, Cairo and Bangkok

The International Civil Aviation Organization is seeking applicants for several jobs in Montreal, Cairo and Bangkok.

Initial appointments are three years for all assignments.

Here are the positions:

Montreal

Chief, Field Operations Section,
Asia and Pacific
Job Number: PC-91/08/P-5
Applications due July 10

Technical Officer, AIS/MAP
Job Number: PC-91/09/P-4
Applications due July 10

Assistant Budget Officer
Job Number: PC-91/10/P-3
Applications due July 29

Technical Officer (Dangerous Goods)
Operations/Airworthiness Section
Job Number: PC-91/12/P-4
Applications due July 29

Personal Assistant
to the Secretary General
Job Number: PC-91/13/P-3
Applications due July 29

Deputy Director,
Air Navigation Bureau
Job Number: PC-91/15/P-0
Applications due August 15

Cairo

ICAO Representative
Job Number: PC-91/11/PO
Applications due July 29

Bangkok

ICAO Representative
Job Number: PC-91-14/PO
Applications due July 29

FAAers should contact their personnel office or Administrative Systems and Overseas Support, API-19, FTS 267-9085 (area code 202), for information about salary, qualifications, applications and benefits.

Government employees accepting assignments with ICAO are entitled to reemployment rights.

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.

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 to demonstrate techniques for responding 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.

Clerical tests. The Office of Personnel Management's clerical test is

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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.

On the Move

ANR Sets up Shop in Universal Building

On June 24, the Program Directorate for Surveillance, ANR, moved to the Universal Building, 1825 Connecticut Avenue, NW.

Calls to former telephone numbers are being intercepted, and a recording provides the new numbers.

Having difficulty contacting an ANR employee? Call (202) 673-5555.

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.

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



A Glimpse of Asian Pacific Culture and Heritage

Bringing Uniqueness to the FAA Workplace

Several hundred Headquarters FAAers recently got a taste of Asian Pacific culture.

They glimpsed Thai dancers and tai chi – marshal arts – demonstrations with swords, a \$10,000 Chinese art exhibit, Japanese flower arrangements, miniature pagodas made from empty cigarette wrappers, an origami demonstration featuring a mobile containing more than 2,500 folded paper birds and samples of Asian food.

As part of its goal to make FAAers aware of cultural diversity, the Coalition of FAA Asian Pacific Americans and the Office of Civil Rights held the event in the lobby at the end of May to mark Asian Pacific American Heritage Month.

Alice Wong, president of the Headquarters coalition chapter, spoke briefly about cultural diversity.

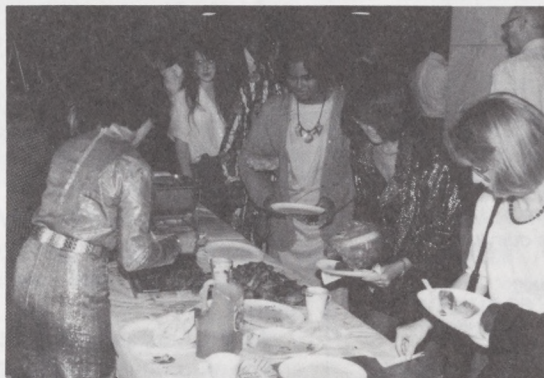
She emphasized the importance of the long-held Asian Pacific traditions of family, education, hard work and respect for authority and elders.

“We recognize our contributions in every profession in American society,” she said, “and we need to continue our excellent performance and strive for advancement and personal growth.”

Wong told FAAers that regardless of their backgrounds they bring “uniqueness to the workplace and to American culture.

“Collectively and working as a team, we can develop and maintain America’s leadership role in the aviation system and technology,” she said.

Here are some snapshots of the event.





U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

First Aid Pays Off

Babysitters Save Youngster's Life

If there's one thing FAAer Walt Manning shares over and over these days it's this advice: Make sure your babysitter knows first aid and CPR -- cardiopulmonary resuscitation.

That training helped save Walt's six-year-old daughter from choking to death.

Here's what happened as chronicled in Walt's hometown newspaper, *The Springfield Connection*.

On May 11, Walt and his wife Marsha left their two daughters with Laura Linkous, their trusted babysitter and Laura's sister Kathy, who was home from college for the weekend.

The Mannings went to celebrate a friend's promotion.

"With Laura, I know everything is going to be okay," said Marsha, a schoolteacher.

Laura and Kathy got permission from the Mannings to take Betsy and Wendy to a nearby high school where Laura was having a yearbook photo taken.



Betsy Manning sits on the lap of her babysitter Laura Linkous. Behind them are Wendy Manning, Marsha Manning and Kathy Linkous.

Photo by Ava Long, courtesy of *The Springfield Connection*

turn to **First Aid** on page 5

Aviation Revolution

Stronger Soviet-American Ties in the Skies

With the chill of the Cold War gone, there's an aviation revolution going on in the Soviet Union. The FAA is a big part of it.

Here are some recent developments.

Joint Medical Research. U.S. and Soviet bilateral cooperative efforts in aviation medicine and human factors moved forward at the third meeting of the U.S.-U.S.S.R. Aviation Medicine and Human Factors Working Group.

Held in late May at the FAA Center for Management Development and Florida's NASA Kennedy Space Center, U.S. members and three Soviet representatives reviewed on-going joint work in cognitive function test norm development -- using U.S. and Soviet pilot test subjects -- and air traffic controller vision scanning research.

turn to **Soviet-American Ties** on page 4

New Deputies

Three HQ FAAers Named to Regional Posts

The FAA has three new deputy regional administrators.

Tapped for these positions are:

Jerry Franklin

Central Region

Fanny Rivera

Western-Pacific Region

Woodie Woodward

Southern Region

Here's a glimpse of their careers.

Jerry Franklin. Franklin came to Headquarters from Central Region in 1987.

Most recently he has been manager, Information Resources Management Staff, Office of the Associate Administrator for Airway Facilities. He also

turn to **New Deputies** on page 6

Highlights

Minority Money. Reports from FAA's airport grant recipients in the 1990 fiscal year show that disadvantaged business enterprise firms received \$196.7 million or 16.7% of the contract dollars awarded under the agency's Airport Improvement Program.

Firms owned and operated by women received 4.9% of the contract dollars while all other disadvantaged businesses received 11.8%.

Tighter Foreign Security. The FAA has announced a new regulation requiring foreign air carriers operating in and out of the United States to provide security protection similar to that of U.S. carriers serving the same airports.

The final regulation, effective this

turn to **Highlights** on page 2

Highlights *from page 1*

summer, stems from concerns that security around the world lacks uniformity and may not provide consistent protection for passengers and equipment.

"This new rule is a further step in the efforts of the worldwide civil aviation community to increase security levels and protect the traveling public," FAA Administrator James Busey said.

Baby Boom. How's this for a statistic. During the last year, seven controllers at California's Orange County tower cab and their spouses had babies.

The proud new mothers and fathers believe it could be the biggest baby boom an FAA tower has ever seen.

New Spanish Service. A memorandum of understanding reached by the United States and Spain on May 31 assures that both American and United airlines can fly to Madrid.

Delta is also commencing service to Spain, and Continental can operate daily service to Madrid beginning in 1993.

The Spanish government had previously refused to allow American and United to operate planned service as authorized by the bilateral aviation agreement between the United States and Spain.

Spanish officials also had said Continental would not be permitted to operate Newark-to-Madrid service, which the carrier planned to begin next year.

In response, the DOT proposed in late May to suspend the authority of the Spanish carrier Iberia to serve Miami and New York.

The May 31 agreement means that these sanctions will not take effect.

"We held firm and insisted that our carriers be allowed to exercise their rights under the bilateral agreement, and this agreement achieves our objectives," DOT Secretary Sam Skinner said.

"At the same time, we achieved a major expansion of service between the two countries and maintained our positive aviation relationship with Spain.

"Everyone benefits from the agreement - both countries, our carriers and theirs and the communities receiving service," Skinner said.

Spain was awarded service to three additional U.S. cities, bringing the total number of Iberia's U.S. gateway cities to 11.

Spain also received new authority to fly from U.S. points, including Miami, to Latin America.

Spanish carriers will also be permitted to:

→ Carry international passengers among any U.S. cities they are authorized to serve.

→ Fly to the United States from a city in Canada of their choosing.

→ Establish code-sharing arrangements with U.S. airlines for service from up to 15 cities in the United States.

The agreement also permits all cargo carriers from both countries to operate from any and all points in the United States to any and all points in Spain, as well as to points between and beyond the two countries.

Weekly. Intercom appears weekly.

Military Airport Update. In a move to increase airport capacity, DOT Secretary Sam Skinner announced on May 30 the selection of Stewart International Airport as the first facility to receive funds under a new Military Airport Program.

Skinner said Stewart, a converted military facility in Newburgh, NY, which began handling commercial flights last year, will receive a \$5 million grant to fund capital improvements under the FAA's Airport Improvement Program (AIP).

Airports selected under the new program will be eligible to receive such grants.

The program, administered by the FAA, paves the way for the joint use of military airports by military and civil aircraft and the conversion of former military airports for commercial use. Under the program, these facilities will serve as reliever airports.

Skinner said, "We believe this program will help alleviate one of the biggest problems facing aviation - the

need for more capacity. This should help to reduce delays, both in the air and on the ground."

FAA Administrator James Busey said, "In order to provide more capacity in the system, we want to make the best possible use of every available airport."

The FAA said seven other former military airports will be selected for the program by September 30.

For fiscal 1991, \$27 million is available for the military airport program. That amount is equal to 1.5% of the total funds available for the Airport Improvement Program.

Skinner Honored. DOT Secretary Sam Skinner has been selected by the Airport Consultants Council as the 1991 recipient of the association's "Aviation Award of Excellence."

Skinner's efforts on behalf of aviation were the most "innovative, visionary and had the greatest impact" on the aviation industry, the association said.

The award, a crystal eagle, will be presented to Skinner at the ACC's 13th annual conference on November 11.

Chicago Reunion. The second annual Chicago Air Traffic Control reunion is scheduled for *Saturday, August 10*, at Kenny Field in Big Rock, IL.

All employees who have worked at Chicago Center are invited. The cost is \$13 per person.

For more information or reservations, contact Junior Bartels, 321 Sharon Lane, North Aurora, IL 60542 or phone (708) 859-1651.

Attendees are asked to bring photos and other memorabilia to the reunion.

Bomb Verdict. A Brooklyn jury has found TWA guilty of willful misconduct for failing to take adequate precautions to prevent a bomb explosion on a jetliner near Athens five years ago.

The jury's verdict, delivered June 6 in the second phase of a civil trial, confirmed the jury's earlier award of \$2.8 million to the family of a passenger who was killed and \$250,000 to a passenger who was injured as a result of the midair explosion.

If the jury had not found willful

misconduct, the awards would have been reduced to \$75,000. An international airline convention limits damages to \$75,000 except in cases of willful misconduct, a form of negligence.

The case concerned an explosion aboard a TWA flight approaching Athens on April 12, 1986. A woman was suspected of placing the bomb on the plane for a terrorist group. Four passengers were killed and several were injured, but the plane landed safely.

Bulgarian First. The DOT has approved an application by Jes Air, a Bulgarian airline, to begin scheduled service between Sofia and New York.

Jes Air will provide the only non-stop flights in the U.S.-Bulgaria market and will be the first Bulgarian airline to serve the United States.

The other Bulgarian air carrier, Balkan Airlines, has never sought authority to serve the United States.

No U.S. airlines serve Bulgaria.

U.S., Greece Ink Pact. The United States and Greece have signed a new aviation agreement that significantly expands the rights of air carriers to provide service between the two countries.

The agreement provides for improved services for both Pan Am and TWA, currently the only U.S. carriers providing service between the two countries.

Under the new agreement, an unlimited number of U.S. airlines can operate unlimited passenger and cargo scheduled service between Greece and any U.S. city, other than New York, Boston and Chicago.

This service can be operated via a number of intermediate cities and to points beyond Greece.

The agreement formalizes Pan Am's services between New York and Greece, permits the airline to increase its frequency, relaxes some operating restrictions and provides for added operational flexibility. Pan Am will be able to provide service beyond Greece to two points in the Middle East.

TWA will have improved operational flexibility in providing service between New York and Boston, via either Paris

or Rome, to Greece and beyond to Cairo and Tel Aviv.

New York is limited to two U.S. airlines and Boston and Chicago to one U.S. airline. However, if scheduled passenger traffic increases by 150% in the New York-Greece market, a third U.S. airline will be allowed to enter the market.

The Greek airline, Olympic Airways, will be authorized to provide service to three new U.S. cities. The agreement continues Greece's rights to serve New York, Boston and Chicago, with expanded operational flexibility.

In addition, the agreement gives both countries liberal rights to operate new all-cargo routes, including service to a number of intermediate and beyond points.

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

20th Birthday

Transportation Safety Institute Marks Milestone

DOT's Transportation Safety Institute (TSI) in Oklahoma City celebrated its 20th year of service to the nation and international community on June 25, with a symposium on the future of transportation.

The next day, the institute honored its 200,000th student, who will graduate later in the summer. It also recognized early pioneers of TSI.

DOT Secretary Sam Skinner delivered the keynote speech at the anniversary ceremony.

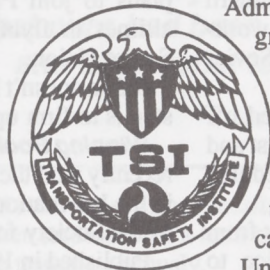
Numerous transportation officials at the event included Travis Dungan,

Administrator of DOT's Research and Special Programs Administration, TSI's parent organization, and Brian Clymer, head of DOT's Urban Mass Transportation Administration. The Transportation Safety Institute was established by the DOT Secretary in 1971.

It is the nation's primary source for transportation safety and security training and for technical assistance to DOT.

Under executive direction of the Research and Special Programs Administration (RSPA), TSI promotes safety and security by designing, conducting, administering and promoting training programs and providing technical assistance domestically and internationally.

TSI's central campus is located at the Mike Monroney Aeronautical Center, with an additional north campus located several miles north of Will Rogers World Airport. Though headquartered in Oklahoma City, institute instructors conduct 80% of their classes and seminars throughout the nation and internationally.



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.

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 your office distribution representative to update your organization's distribution.

A Weekly. *Intercom* appears weekly.

Soviet-American Ties in the Skies *continued from page 1*

Agreement was reached to study the health/performance effects on pilots of various helicopter environments, using a Soviet environmental chamber and related lab facilities, and the effects on pilot performance of new categories of antihypertensive drugs.

In the U.S. contingent were leader Bill Shepherd, Jean Watson, and Bart Pakull from Aviation Medicine; Jim Witeck, Office of Program and Resource Management; Jerry Hordinsky and Dave Schroeder from the Civil Aeronautical Institute; and Dave Millett, Southern Region's flight surgeon. The next meeting of the working group is scheduled for late September in the Soviet Union.

Soviet Far East First. Alaska Airlines kicked off service to the Soviet Far East in mid-June -- the first and only U.S. passenger carrier to offer regularly scheduled flights from the West Coast to the Soviet Union.

The carrier is flying nonstop three times a week from Anchorage to Magadan with continuing service to Khabarovsk using 136-seat 727 aircraft.

New Soviet Service. The DOT has selected three air carriers to provide new scheduled passenger and cargo service to the Soviet Union from two U.S. cities.

The DOT authorized TWA to provide combination



service between New York and Moscow starting in 1991-92, with two additional weekly round trips to be added in 1992-93.

It also gave authority to Baltia Air Lines, a new air carrier, to provide service between New York and Leningrad, and between New York and Riga, with additional service to Kiev, Minsk and Tbilisi, all starting in 1991-92.

The DOT also gave the green light to American Airlines to provide service between Chicago and Moscow starting in 1992-93.

In addition, the department gave Pan Am authority to provide previously authorized service to Moscow/Leningrad with additional frequencies in 1992-93. Until recently, Pan Am was the only U.S. airline providing service between the United States and the Soviet Union.

In selecting Baltia to serve Leningrad and Riga, the DOT reversed the recommended decision of an administrative law judge.

The DOT decision places major reliance on the quality of service rather than focusing mainly on the experience of the airline proposing the service. For example, Baltia's proposal to serve Leningrad was far superior to that of TWA, the DOT said.

The department also awarded backup authority to

TWA for service in the New York/Leningrad market, to American Trans Air to provide service between Philadelphia and Riga, with added service to Kiev, and to Baltia to serve in the New York/Moscow market.

Bold Venture. Baltia, the new airline which received DOT's okay to serve the Soviet Union, is the creation of Igor Dmitrowsky.

Dmitrowsky, 37 and an immigrant to the United States, left Latvia 15 years ago. His new company is making plans to join Pan Am, TWA, American and United airlines in flying between the United States and the Soviet Union.

Baltia doesn't have planes or flightcrews yet. The first step is to firm up financing.

Winning Book. *The Aviation Careers of Igor Sikorsky* recently won the "Best of Show" award (book category) in the International Technical Publications Competition of the Society for Technical Communications.

Published in 1989, the book was produced in conjunction with an Air and Space Museum exhibition commemorating the 100th anniversary of Sikorsky's birth and the 50th anniversary of the first flight of his VS-300, the world's first practical, single-rotor helicopter, which is on display in the museum. The museum has five Sikorsky helicopters.

During his career, which spanned half a century and included contributions to both Russian and American aviation, Sikorsky designed airplanes, flying boats and helicopters. The book describes these three distinctive chapters in his career and contains complete drawings of all his aircraft designs.

Written by Department of Aeronautics curators at the Smithsonian's National Air and Space Museum, the book was published by the University of Washington Press.

Switching Course. The Soviet Aircraft Ministry's Sukhoi division for years operated as a top-secret design bureau for jet fighters and interceptors.

Its showpiece military aircraft, the supersonic SU-27, could outmaneuver many others, making Sukhoi a symbol of the Soviet Union's power.

Now, Sukhoi is translating its military prowess into commercial profits. In three years, Sukhoi has cut military production in half and replaced it with civilian projects targeted for Western markets.

We intend to make money, says the company's director and general designer.

At the recent Paris Air Show, Sukhoi showed its aerobatic sports plane and a mock-up of a supersonic corporate jet it has in the works with Gulfstream Aerospace Corp. of the United States.

Finalizing its conversion, the bureau was renamed Advanced Sukhoi Technologies.

First Aid Know-How Saves Betsy's Life *continued from page 1*

Without anyone knowing it, six-year-old Betsy grabbed a piece of hard candy from a bowl in the living room before getting into Kathy's car.

A few blocks from the Manning's Springfield, VA, home, Wendy screamed when she noticed Betsy was unable to breathe.

"I heard this gagging noise in the back," said Laura, the babysitter who didn't know Betsy was choking on the piece of candy.

Betsy began to turn blue, and Kathy pulled the car off the road.

Laura jumped out and grabbed Betsy. She performed the Heimlich maneuver twice in an attempt to get Betsy to breathe.

Kathy then tried the maneuver two more times before the candy was dislodged.

Laura learned the Heimlich maneuver -- a way of unblocking a choking person's windpipe by forcing air out of the lungs -- and other resuscitation methods in her freshman health class.

To the Rescue *Traveler Thankful for Ex-Controller's Morning Walks*

Hal Grindstaff, a retired air traffic controller from California's Monterey tower, was in the right place at the right time recently.

An avid walker, Grindstaff enjoys stopping by the airport restaurant for a break during his daily jaunts.

That's where he met Bill Roberts, a traveler who had stopped in Monterey on his way to Hawaii.

Roberts and a traveling companion were eating lunch when he began choking on a piece of food.

Grindstaff sprang into action administering the Heimlich maneuver four times before dislodging the food.

Roberts, who was close to unconsciousness, began breathing.

Roberts was so thankful he offered to take Grindstaff along on a 20-day sailing trip to Hawaii.

Grindstaff passed up the invitation.

'All parents should consider what would happen if their sitter was faced with a first aid emergency. We were very fortunate that ours had been trained and knew what to do.'

Walt Manning

At the time, Laura recalls, she and other students had a hard time taking the training seriously.

"All of us were saying it's good to learn, but when are we going to use it?"

Kathy, who took a similar course in a Maryland school years before, said she surprised herself by remembering the technique.

"I'm just glad that it all came back. I didn't know if it would, but it did."

Walt and Marsha Manning believe all babysitters should learn the Heimlich maneuver and cardiopulmonary resuscitation.

"All parents should consider what would happen if their sitter was faced with a first aid emergency," Walt Manning says. "We were very fortunate that ours had been trained and knew what to do."

Walt works for the Operations Research Service at FAA Headquarters.



Future Aviators?

Playing with airplanes in school? It was more than fun for these Native American youngsters who are learning about aviation through a program FAA sponsors.

This year, the agency has 23 summer programs to help young people find out more about aviation and aerospace careers.

Here are snapshots of one of three Aviation Career Education academies, called ACE for short, held last month at the University of New Mexico in Albuquerque.

The students are Pueblo Indians from the Albuquerque area.

At the right, Debra Myers, Southwest Region's aviation education officer coaches a student who is building a model airplane.



'How To's' of Bar-Coding

Labels 'Distinctive,' Stay with Equipment for Lifetime

The agency is gearing up to begin a new era for property accountability. In addition to an agencywide inventory, property custodians will make sure that distinctive bar-code labels, which show evidence of tampering, are applied to all accountable personal property in the FAA.

Carmela Newberry, Material Management Branch, NAS Support Division, Logistics Service, has some tips to share about bar-coding:

→ The area for bar-code application must be clean and dry. Remove rust, grease, or oil by cleaning with an emery cloth, sandpaper or steel wool and iso-

propyl alcohol - a flammable solvent, which should be used conservatively.

→ Labels are best applied when the temperature (including the article's surface) is at least 50 degrees Fahrenheit - 10 degrees centigrade.

If a label must be applied when the temperature is lower, wipe the area with isopropyl alcohol and a lint-free cloth before application.

→ Affix the label on the most permanent location possible, with the preferred place being in the upper right-hand quadrant. If this is not possible, install it on the front, right-hand side of the item as viewed from the most unob-

structed angle. "Front" is the surface best seen when the object is in normal use or operation or in storage.

→ Be sure that bar-code labels are placed on flat surfaces, not across seams, on screws or fasteners and around corners or edges. Scanners cannot read the label unless it is on a flat surface.

→ If possible, labels should be applied to equipment carried or stored in containers or carrying cases, not to the cases themselves.

→ Bond the adhesive by pressing firmly over the entire label, especially around the edges. To fix "blisters" of trapped air, puncture them and gently rub the label to smooth.

Adhesive on labels will take about 48 hours to bond.

→ Do not trim or alter bar-code labels because the scanner will not be able to read the correct information.

→ Never reuse damaged labels. Note their numbers for future reference; then remove and destroy them.

→ Bar-code labels do not interfere with the operation or performance of electronic equipment.

→ Property custodians should determine that an item will be retained before applying a bar-code label.

→ New items, regardless of the source, will have bar-code labels applied as soon as they are received at offices, facilities and sites. Supporting documentation will include the item's bar-code number, make, model and serial number.

→ Bar-code labels, once applied, will stay with the equipment throughout its life.

Also, all accountable personal property that is leased, borrowed or loaned for more than 90 days should be recorded in the Personal Property In-Use Management System (PPIMS) in accordance with FAA Order 4650.21B.

Every Week. The *Headquarters Intercom* is published weekly.

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

New Deputies in Three Regions *from page 1*



Franklin



Rivera

worked in the Office of Management Systems.

In the Central Region Franklin's positions included manager, Management Systems Planning and Evaluations Branch, January 1986-July 1987; regional evaluations officer, April 1984-December 1985; and special assistant to the regional director, March 1982-March 1984.

Franklin has A.A. and B.A. degrees in criminal justice administration from Park College. He also holds master's degrees in management and human relations from Webster University.

Fanny Rivera. Rivera, who has been special assistant to the Associate Administrator for Human Resource Management and a legislative fellow in the U.S. Senate, was manager of the Human Resource Management Division, FAA Headquarters, from January 1989 to January 1991. In FAA's Eastern Region, Rivera's jobs included civil rights officer, January 1988-January 1989, and manager and assistant manager, Human Resource Management Division, October 1985-January 1988.

She also worked at the Defense Contract Administration and the Office of Personnel Management.

Rivera, a member of FAA's 1990 SES Candidate Development Program, has a B.A. in mathematics from Molloy College and an M.A. in mathematics from the University of Miami.

Woodie Woodward. Woodward, whose FAA career has included service as executive assistant to the Deputy Administrator and special assistant to the Executive Director for System Development, came to the agency in 1987. Previously she had been chief of staff and legislative assistant to U.S. Senator Mack Mattingly, April 1981-January 1987.

From April 1976 to March 1981 she was a federal and state project developer in Brunswick, GA, for the Coastal Area Planning and Development Commission.

Woodward holds a B.S. in mathematics and education from Florida State University and an M.S. and Ph.D. in university administration and personnel management from the University of Kansas.

Flightplan

Heartland EEO. The Heartland EEO Council's first annual special-emphasis seminar and awards banquet is scheduled for *Wednesday and Thursday, August 28-29*, at the Ritz-Carlton Hotel, Kansas City, MO

Administrator James Busey is the keynote speaker at the awards.

For additional information and to register, call Don Hensley, (816) 243-3850, or Freddie Thompkins, (816) 926-5100, by *Monday, July 15*.

On the agenda are workshops on motivation, empowerment strategies, cultural diversity, team building, self-esteem and Workforce 2000.

Santiago Rodriguez, manager of multicultural programs for Apple Computer, will speak, and EEO awards will be presented.

No travel reimbursement is authorized, but employees who attend are eligible for excused absence on the days of the seminar, workload requirements permitting.

Reservations for lodging can be made with Linda Dimon, Civil Rights Staff, FTS 867-5006 or (816) 426-5006. The hotel rate is \$64 a night.

The theme of the seminar is "Harmony in the Heartland."

Tennis anyone? It's time to sign up for the annual DOT tennis tournament sponsored by the DOT Employee Recreation Association. Entries must be submitted by *Thursday, July 18*.

Categories are men's singles, men over 40 singles, men's doubles, women's singles, women's doubles and mixed doubles.

Mixed doubles partners may be non-DOT employees, but other participants must be active or retired DOTers and current members of the employee association. Membership cost is \$2.

Tournament entry fee is \$2, and winners and runners-up in all categories receive trophies. Matches are scheduled and played at the convenience of the players.

Contact Nancy Watson, APR-320,

on x79700, for sign up and further information.

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.

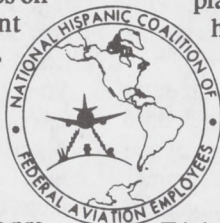
The conference offers FAAers a training opportunity to "package and market" themselves for career advancement.

All FAAers are welcome. For more information, contact Raul Ratcliffe, conference chairperson, Eastern Region Civil Rights Staff, FTS 667-1001, commercial (718) 917-1001.

Better 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 to demonstrate techniques for responding 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.



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\$10,000 Award

Nominations Sought for DOT's Eisenhower Award

The FAA is looking for nominations for the Dwight D. Eisenhower Award, an employee recognition that carries a \$10,000 stipend.

The award honors a line DOT civilian employee whose exemplary work, dedication, productivity and attitude serve as a model for fellow employees.

In addition to a \$10,000 check, the winner receives an engraved bust of President Eisenhower, and the recipient's name is permanently displayed in the DOT Secretary's Hall of Fame in the Secretary's immediate office.

Each member of the Administrator's Management Team - executives who report to the Administrator - is soliciting and reviewing nominations and will forward one nomination to the Office of Human Resource Management, AHR, for consideration by an AMT panel.

DOT Secretary Sam Skinner, who created the award, wants to make sure that all FAAers participate in the nominations.

AMT members developed instructions for preparing and submitting nominations in their own organizations.

Since nominations are due to AHR by July 17, employees and supervisors who wish to offer a nomination should get instructions and begin developing a brief justification.

Headquarters FAAers can get information and nomination forms from AMT members or Ann Hoffer or Janie Gordon, AHR Executive Staff, x73855.

By July 26, the Administrator, aided by the AMT panel, will select two FAA employees to be considered.

They will be considered for the award, along with nominations from other DOT transportation modes.

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.

Healthbeat

Mammograms. The Headquarters Health Awareness Program is sponsoring a session about mammography on *Wednesday, July 10*, from 9:30 to 10:30 a.m. in Headquarters conference room 5A.

Mammography testing for breast cancer is scheduled from *Tuesday through Friday, July 23 to 26*, from 10 a.m. to 3:45 p.m.



A Radiation Physics, Inc., mobile unit will be located on the south side of the building.

All female employees and/or spouses of male employees 35 years of age and older are eligible.

Appointment sheets and instructions are available in the clinic, room 327.

Burn calories. 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 use.

People

'Way to Go,' FAA. DOT employees in the Washington area, including 1,088 from the FAA, contributed more than \$25,000 for breast cancer research, detection and education through the annual Race for the Cure.

DOT Secretary *Sam Skinner* and his wife were among those who joined the June 15 event.

This year the DOT had 3,300 contributors, up dramatically from 1,000 in 1990.

In a memo to DOT employees, Skinner said the big turnout made him "very proud to be working with you."

Learning the ropes. Thirty students got a chance to find out exactly what those people do in tower cabs.

Thanks to *Josie Clark*, Public Af-

fairs, and *Al Mendez*, Civil Rights, students from the Young Astronaut Club at Hine Junior High School and members of the FAA Friends Program visited Washington National Airport.

They toured the TRACON and tower where controllers *David Cherry* and *Lamar Foster* showed them how they handle arriving and departing aircraft.

At Hangar 6, *Linda Sciolto* and *Ken Jack* explained aircraft maintenance and gave them an onboard look at one of DOT's Cessna Citations.

Hine is the DOT's adopted school. One of the DOT/FAA Volunteer Program's goals is to help these students explore aviation careers.

Sorry, Charlie. While hundreds of their coworkers spent their lunch time soaking in the warm sunny rays of one of those rare low-humidity summer days, several Headquarters budgeteers sat in a cramped, windowless conference room.

But it wasn't an ordinary lunch. The

group, which usually munches their noontime meal together, was apparently getting bored with their usual conversations, so they launched the first annual "Tuesday Tuna Taste-Off."

Three budgeteers - *Nancy Garrett*, *Jim Lahey* and *Chris Reese* - claim their tuna salad is the best, so they put them to a taste test on June 25.

Their three tuna concoctions were judged against each other and a tuna salad from one of their favorite delicatessens.

After scoring the entries in seven categories, here's how they stacked up.

Jim Lahey : 298 points

Local deli: 232 points

Nancy Garrett: 226 points

Chris Reese: 213 points

A perfect score was 350.

Judges included the three tuna salad makers, *Carl Burrus* and *Shirley Miller*.

Kay Kennedy-Roberts had the crucial chore of tallying the scores.

Is the ABU brownie bake-off next?

Building Bulletin Board

What's happening in the Headquarters building? Here's an update.

Need conference space? The agency now has two conference rooms available in L'Enfant Plaza. One training room seats 16 people, and the other seats 100.

Contact Laverne Lucas, x73003, to reserve the space and arrange for equipment.

Smoking ban. Restrooms are off-limits for smoking. Reportedly, restrooms 339W, 528W, 722W and 739W have been used as smoking areas, says the Headquarters Building Management Division, ALG-500.

Garage lights. B-level garage light sensors were not working correctly due to faulty light ballasts. GSA says the problem persists because most of the ballasts are old, and warm temperatures, combined with moisture, cause them to malfunction.

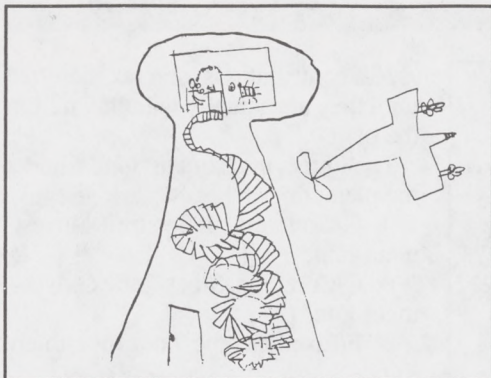
GSA is replacing the ballasts as needed.

Shuttle service. A new shuttle service between the FAA Headquarters Building, the Tariff Building at 701 E Street NW and Universal South Building at 1825 Connecticut Avenue NW began last month. Two FAA groups - ANR and ALG-320 - are located at Universal South.

Persons must have DOT identification to use the shuttle.

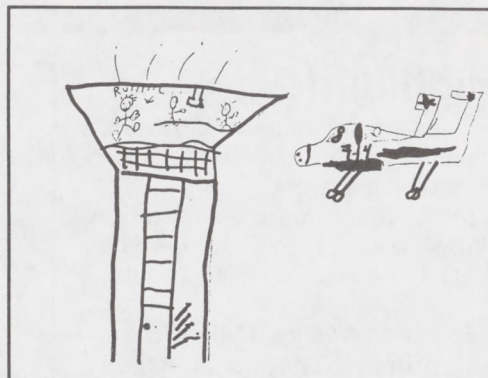
Stops can be made to pick up and discharge passengers only at the three designated points.

Recycling. Recycling boxes are for white paper only. The GSA recycling bins in the corridors are for bottles, cans and newspapers.



Kids' Views of an Airport Tower

After 30 first graders recently climbed the stairs at Central Nebraska Regional Airport in Grand Island, they got a glimpse of what controllers do and see. The trip spurred the kids to write notes to air traffic manager Russ Leonard calling the tower "neat" and saying, "it looks fun" to be a controller. These two drawings of the tower by Ronald Wall, right, and Joseph Dalton, left, show two impressions.



July 16, 1991



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

'No Excuses'

Managers Responsible for Making FAA More Diverse, Busey Stresses

At a recent minority training conference, FAA Administrator James Busey again stressed the agency's commitment to move to a more diverse work force.

He emphasized that managers are the key to FAA's success in hiring, training and promoting more women and minorities.

"Performance in equal employment opportunity is now a critical job element for all managers up and down the

turn to Work Force Diversity on page 4

Highlights

Employee Appraisal Help. FAAers at the Aeronautical Center's Human Resource Management Division are spearheading a national project to automate employee performance evaluations.

The new system is called the Employee Performance Appraisal Management System, EPAMS.

The challenge was to set up a way to collect, store and report employee

turn to Highlights on page 2



Watery Rescue

Flight inspection field office crewmembers prepare to abandon their "ditched" aircraft for a six-person raft as part of global survival training at FAA's Civil Aeromedical Institute in Oklahoma City. Later they were hauled from the water with a helicopter pick-up sling.

During the three-day program they were also trained to survive in Arctic and desert conditions. This 14-foot-deep ditching tank includes windows below the water line for filming experiments, special floodlights above and a crane system to move and lower airframes, cars and other large objects into the tank.

Photo by Jack Iman

Highlights *from page 1*

performance information. EPAMS is a complete desktop organizer for supervisors and managers.

Kenny Bomgardner, AAC-10, Kay Wilson, AAC-17, and Dave Berryhill, AAC-310, teamed up to do the job.

Focus on Quality. Calling it a success, Airmen and Aircraft Registry Division employees in Oklahoma City recently celebrated the 10th anniversary of their Quality Circle program.

Here's the philosophy behind Quality Circles: people closest to the problems know best how to solve them.

A Quality Circle is a group of people doing similar work who volunteer one hour a week on company time to identify, analyze and solve problems in their work area.

Quality Circles also help people to work better together.

Controller Praised. One thing most controllers don't want to hear is a pilot reporting engine failure while still far from an airport.

That's what happened to John Anderson, a recently certified controller, at California's Reid-Hillview airport tower.

He was working local control when a small plane reported engine failure three miles north of the airport.

Anderson took quick action to clear the field by ordering another small aircraft out of the way.

Anderson then instructed the stricken aircraft to land on any runway.

The pilot managed to glide the plane in and land with a strong tailwind.

Although the aircraft ran off the runway, the plane and pilot escaped damage and injury.

Anderson received an on-the-spot award and a letter of appreciation for handling a potentially disastrous situation.

Money Alert. 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

Take a Peek at 'OATS'

FAAers have a chance to see OATS in action at the Washington area's 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.

Need more information on the center? Call Gemma deGuzman, x66967.



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.

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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 account 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 human resource management divisions.

Headquarters FAAers with questions can contact Ida Mack, x73881, or Barbara Claytor, x73873.

Big Beard. Las Vegas controller Dale Norton recently captured first place in a beard contest at a local rodeo.

Norton won a trophy for whiskers that reached to the middle of his chest.

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 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.

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.

Airline Investments

Skinner Gives Green Light to More Foreign Money

DOT Secretary Sam Skinner says the Bush Administration would support legislation allowing foreign investment of up to 49% in the voting stock of U.S. airlines.

Addressing a June 20 meeting of the British-American Chamber of Commerce in London, Skinner said that current U.S. law imposes a 25% limit on the foreign ownership of voting stock in U.S. airlines.

"It is likely that we will see, over time, a genuine globalization of airline companies, much as we have seen in so many other industries," Skinner said.

"That means establishing a genuine, fully competitive presence in all of the world's most important aviation markets.

"The most important step we can take in this connection is to create an environment more receptive to foreign investment in the U.S. airline indus-

try," Skinner said.

He added, "Our carriers need much wider financing alternatives so they can grow and compete effectively in the world market."

He noted that DOT recently increased opportunities for foreign investment in U.S. carriers consistent with existing law.

In January, the DOT established more flexible guidelines for determining the issue of control of U.S. airlines and allowed KLM Royal Dutch Airlines to maintain a significant investment in Northwest Airlines.

Discussing the restrictions in current law, Skinner said, "Given the role that our airline industry has played in Operations Desert Shield and Desert Storm, there should be no mystery about one of the major reasons for those requirements. Nonetheless, we believe that national security concerns can be

accommodated within a statutory framework that permits greater opportunity for foreign investment."

Skinner's announcement came in a major speech in which he called for a far more open and competitive regime for air carriers across the North Atlantic.

He said, "We are moving toward stripping away the artificial constraints of bilateral agreements and allowing airlines on both sides of the Atlantic at last to exploit the true economic potential of the transatlantic market."

Skinner challenged the European Economic Community to lead the way in global liberalization of the airline industry.

He urged Europeans to learn from the success of airline deregulation in the United States, saying, "Just as deregulation in the U.S. led to the demise of a creaky old commercial aviation system created in the days of the Ford Trimotor, the globalization of the world economy is rendering obsolete an international system created in the age of the DC-4."

The Secretary said that the United States hopes to move away from bilateral negotiation with individual European nations toward a multilateral process with the European Community.

Skinner also said that a liberalized international marketplace for aviation "has no place for subsidies."

He noted that France, Germany, Spain and the United Kingdom have provided the equivalent of \$26 billion in U.S. dollars in subsidies to Airbus Industrie, the aircraft manufacturing firm. Last February, negotiations with the governments involved aimed at eliminating the subsidies broke down.

"Those subsidies are inconsistent with truly free competition and with international laws," Skinner said.

"Therefore we have decided to take the issue to the GATT [General Agreement on Trade and Tariffs] for a solution. Neither the U.S. government nor the U.S. industry is prepared to live with the current situation in which privately financed companies compete against government-subsidized entities."

Keeping Money Flowing to Airports

FAA Accountants Use New Electronic System

Earlier this year, FAA's Accounting Systems Division cranked up an airport grant payment system to replace the U.S. Treasury's discontinued letters of credit.

The agency's Airport Improvement Program made extensive use of the Treasury system to expedite payments including more than \$700 million in grants made during the 1990 fiscal year.

Treasury notified federal agencies last July that it would terminate letters of credit operations by the end of last December.

Then Treasury extended its deadline because of the massive effort needed to add a large number of agencies to a system developed and operated by the Department of Health and Human Services (HHS).

Using the HHS system, paperless payment requests are made directly to an HHS payment processing computer with an on-line personal computer modem connection.

Payments are then automatically credited by electronic funds transfer to the grantee's bank account the next business day.

The Accounting Systems Division says airport grant recipients like the new system's fast turnaround and reliability. If FAA had not implemented the HHS system in February, payment of airport grants would have been much slower and less efficient.

Payment reviews, system processing and check mail time would have delayed payments by one to two weeks.

More than 80% of those who used Treasury's letters of credit converted to the new system which pays out about \$60 million a month in FAA airport grant funds.

Work Force Diversity: A Top FAA Goal continued from page 1

line," Busey told members of the Headquarters Chapter of the National Black Coalition of Federal Aviation Employees on June 27 in Washington, DC.

"They all know where they need to be in terms of women and minority representation, and they all must show me a plan on how they aim to get there.

"To get his job done," Busey said, "I have placed my emphasis where I think it will do the most good – and that is on making the institutional changes that will keep the effort alive after I am gone."

Here's more of what Busey said:

Quotas. "I don't like quotas...yet, at the same time, we can't totally ignore numbers and percentages either. Often, they are the only yardstick we have to measure progress.

"If someone says he or she is trying hard to increase the representation of women and minorities in his or her office, yet the number and percentage continue to remain the same, I get skeptical.

"I'd say that person needs to try harder, or maybe that person needs a change of heart – or even a change in jobs.

"We won't put up with excuses. We will continue to demand accountability and results."

Don't Get Left Behind. "Some may think the future is theirs simply because the tides of history are favorable. It's not just a matter of sticking around until the tide changes.

"Demographics show a significantly different makeup of the work force in the year 2000. Women and minorities will occupy a significantly larger role in that work force.

"Those who have not gotten the training or have not been given developmental assignments, will be left behind – no matter what their gender, color or ethnic background."

Positive Signs. "Let me mention a couple of positive developments in the area of recruitment.

"The air traffic control screen consists of nine weeks at the FAA Academy in Oklahoma City.

"Essentially, that means people have

'Everyone should know by this time where I stand on equal employment opportunity and affirmative action. If they don't, they haven't been paying attention. I guarantee you, I will continue to keep the heat on until we reach our goal...to have an FAA work force truly representative of the cultural makeup of the United States as a whole.'

James Busey
FAA Administrator

to quit their jobs to find out if they are qualified to become air traffic controllers.

"With the washout rate running at about 50%, that's a pretty gutsy call that not many people are willing to make."

Shorter Screen? "We don't think that's fair so we are looking at a much shorter screen – even as short as a couple of days.

"That way, people can take leave, and if they wash out, they can return to their regular jobs without losing pay or face.

"Another benefit is that we can target areas for recruitment and take the screen to communities with large African-American and Hispanic populations."

Helpful Courses. "I might also mention the predevelopment curricula we are establishing with junior colleges around the country for the air traffic and airway facilities disciplines. This also has an impact on minority hiring.

"The purpose is to have the colleges provide training, at their cost, using FAA-approved courses. This will allow students who have successfully completed the course to be hired di-

rectly by FAA facilities and by-pass the initial training at the FAA Academy altogether.

"We are making a special effort to contract with junior colleges that have large female and minority enrollments."

Stiff Competition. "We are not the only ones actively involved in women and minority hiring.

"A recent *Wall Street Journal* article reports one firm as saying more employers wanted to hire women and minorities in the last year than in the past eight years combined.

"The article pointed out that some companies are doing this to suit customers and communities. Others, trying to prepare for a changing labor supply, are recruiting women and minorities even though the jobs themselves don't exist yet.

"These are big companies, such as Exxon, Xerox, IBM and other corporate giants. We are up against some stiff competition for the work force of the future; and, as you have heard me say before, the continued preeminence of the United States and the FAA in world aviation hinges on how well we do."

Training Essential. "It's not just a matter of recruitment. Recruitment just gets people in the door.

"Once we get women and minorities onboard, we must provide them training and development opportunities so that they can occupy the full range of positions at FAA.

"This includes executive positions at the Associate Administrator level and even the Administrator's job itself.

"We have made some progress, but there are some areas where we need to refocus our efforts or revise a process here and there. We can never be fully satisfied until it yields the desired results."

More Minority Women. "This is the second year of a special development program for Senior Executive Service candidates, and I am generally pleased at the way things are going.

"Last year, for instance, three African-American males made it successfully through the program – all three

outstanding candidates. They didn't make it because they are black – they made it because they are persons with outstanding skills, abilities and experience. They just happen to be black.

"What concerns me is that no African-American women made it through the Candidate Development Program process the first year. Only five African-American women out of the entire agency even applied.

"We clearly have to develop a larger pool of minority women candidates for the SES program. That's a major reason I opened the program to GS-14 candidates in the first place.

"This was based on my own experience with executive development programs in the Navy and at the suggestion of the National Black Coalition and other groups."

One More Assignment. "I have found sometimes you come across outstanding applicants with most of the qualifications and experience you are looking for. The only thing they might be missing is one more job assignment that will round out their managerial skills. Since the Senior Executive Service recruiting program is developmental, I didn't want to let that stand in the way."

A Wider Net. "I decided to cast the net wider in hopes that there were some applicants out there in the GS-14 ranks who fit that description.

"As it turned out, this did not happen – at least the first time around.

"I wanted to continue to offer the Candidate Development Program to GS-14 applicants this year in hopes that we come up with one or two candidates at that level. We'll just have to wait and see how things shake out.

"Right now, we know there aren't enough minorities and women – particularly minority women – in that pipeline, and we need to change that.

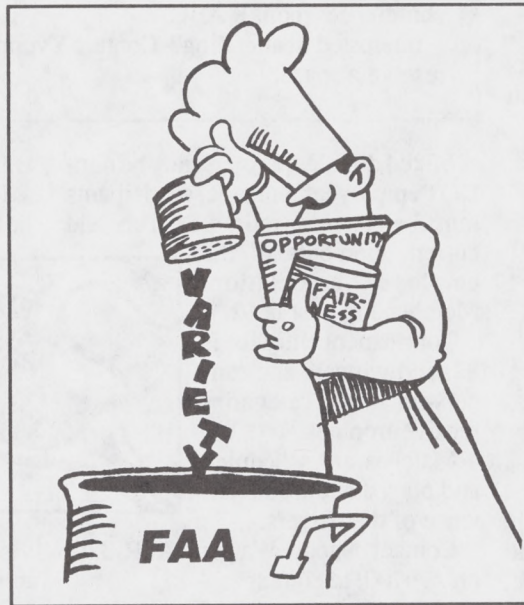
"Rather than looking at last year's and this year's figures, we can spend our time more productively developing a better pipeline of minority and women candidates so this trend doesn't continue."

Individual Plans. "This is where individual development plans come in and why they are so important.

"As you know, managers are required to assist all minority and women employees at the GS-13 through GS-15 level to develop a plan.

"Individual development plans are encouraged for all employees.

"This is to make sure that women and minorities are given the developmental assignments and experiences that



will allow them to compete at higher levels.

"The active involvement of employees and their supervisors is critical to the success of these plans. We need a corps of supervisors and managers who support this and other initiatives we are taking to create a more diversified culture."

Under Review. "I think we are making some progress through the Senior Executive Service Candidate Development Program and through other managerial selection processes.

"There has been some concern in this group about the Supervisory Identification Program and assessment center process.

"Frankly, I think it's fair to say there was a problem with that program for Air Traffic. A review is going on right now.

"It will lead to some changes in the

program. What these changes will be, I can't say at this point because the evaluation has not been completed.

"However the evaluation turns out, I guarantee you one thing, the process will be free of any bias or appearance of bias.

"There's one other thing I want to mention about the Supervisory Identification and Development Program, though, and this goes for the SES Candidate Development Program as well.

"These two programs serve as the primary source of candidates for SES positions, or in the case of the Supervisory Identification Program, for facility managers in Air Traffic, Airway Facilities or Aircraft Certification, depending on which program we are talking about.

"The key word here is primary. It does not mean that it is the sole and exclusive source of executives and managers for the agency. We never want to tie our hands and be forced to by-pass superbly qualified employees simply because they didn't go through these programs.

"Obviously, these selections ought to be the exception, carefully scrutinized for any hint of discrimination or continuation of the 'old-boys' network. I never want to put the agency in the position of making the process more important than the product."

More Listening Sessions. "We haven't forgotten about the April 1 listening session on work force diversity nor have we ignored the concerns many of you raised at that time.

"These issues are being staffed out, and we plan to report back to you periodically. I want to have more of these listening sessions. I think it is critical to find out what you have on your minds.

"We need to get your suggestions on how to create a more diverse work force – and, just as importantly, we need to flush out those problems that are keeping us back from realizing this goal."

Feedback

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 911, or call x78521.

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 your office distribution representative to update your organization's distribution.

Flightplan

Tennis anyone? It's time to sign up for the annual DOT tennis tournament sponsored by the DOT Employee Recreation Association. Entries must be submitted by *Thursday, July 18*.

Categories are men's singles, men-over-40 singles, men's doubles, women's singles, women's doubles and mixed doubles.

Learn about New Source Selection Procedures

Training Sessions Set for August 1 and 8

The Logistics Service, ALG, has set up training for FAAers who use formal source selection to bring them up to speed on DOT's new procedures.

Training is not restricted to logistics personnel, and anyone involved in the selection process may attend one of two scheduled sessions.

The sessions will be held on *Thursday, August 1*, from 9 to 11 a.m. and on *Thursday, August 8*, from 1 to 3:30 p.m. at FAA Headquarters conference room 8 ABC.

Interested in attending? Contact Yvonne Joseph, ALG-120, x66862, to reserve a space.

Mixed doubles partners may be non-DOT employees, but other participants must be active or retired DOTers and current members of the employee association. Membership cost is \$2.

Tournament entry fee is \$2, and winners and runners-up in all categories receive trophies.

Matches are scheduled and played at the convenience of the players.

Contact Nancy Watson, APR-320, on x79700, to sign up.

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.

Better 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 to demonstrate techniques for responding 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.

Weekly. *Intercom* appears weekly.



Meshing Work and Family Life

Seminars Help FAAers Achieve Balance

DOT's Office of Personnel is holding seminars designed for working parents, men and women, single and married, who are looking for techniques to meet work and family challenges.

The theme of the hour-long sessions is "Achieving Balance Creatively."

They begin at 11:30 a.m. in the Nassif Building, room 2201.

Here's the schedule:

Thursday, August 15

"Managing Child and Elder Care: Making it Work!"

Thursday, September 12

"A Sick Child: Save the Day!"

To sign up or for more information, contact Mary Hollomon or Stephanie Minor, x66393.

International Cooperation

United States, Argentina Firm Up Partnership

Culminating five years of work and cooperation between the United States and Argentina, the two countries inked a pact to implement a bilateral airworthiness agreement.

FAA Administrator James Busey and Juan Baigorria, Director of Argentina's National Airworthiness Directorate, signed the implementation procedures in late June at a Washington Headquarters ceremony.

FAA activities with Argentina since the mid-1980s have
turn to Argentina on page 5



In late June five years of work and cooperation between the United States and Argentina culminated in a signing ceremony at Headquarters. Administrator James Busey greets Brigadier General Juan Baigorria.

July 23, 1991



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom



Splash from the Past

The year was 1940 when passengers used "flying boats" to criss-cross the country. This vintage photo shows passengers arriving at New York's old Marine Air Terminal. The plane was a Pan Am Boeing B-314.

Highlights

Trash. Get rid of it, DOT Secretary Sam Skinner says.

Details in "Building Bulletin Board" on page 8.

20 Questions. How do you rate when it comes to dealing with cultural diversity?

Take the quiz on page 5, and find out.

Extra Penny. The mileage rate for using a privately owned vehicle when authorized as advantageous to the government has increased from 24 cents to 25 cents a mile.

The change was effective June 30. Details are in the June 25 *Federal Register*.



Boston First. Eileen Seaman, who began her FAA career in 1974, has been selected assistant air traffic manager at Logan International Airport's tower.

She is the first woman to hold the post.

During her years with the FAA, Seaman worked as a controller in La Veine, CA, and the Los Angeles Air Route Traffic Control Center.

Swapping Job Experiences

14 FAAers Competing in DOT Fellows Program

Fourteen FAAers from across the country are competing in DOT's new Transportation Fellows Program.

The FAAers are among 63 nominations from all DOT's transportation modes.

The final 25 selections are expected to be announced in mid-September.

In April, DOT Secretary Sam Skinner announced the program, which will allow 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.

turn to DOT Fellows on page 6

turn to Highlights on page 2

Highlights *from page 1*

She spent a year with the Air Traffic Division's System Management Branch in the New England Region.

Just prior to taking the Logan job, Seaman was assistant air traffic manager of the radar facility and tower at T.F.Green State Airport, Warwick, RI.

Before joining the FAA, she was an Army controller.

Future SESers? After an initial review of 265 people who applied for the agency's 1991 Senior Executive Service Candidate Development Program, the number has been narrowed to 65.

These applicants will be interviewed in late July and early August in four locations throughout the country.

After more screening, a final selection of about 30 candidates is expected to be announced around the end of October.

This year's Candidate Development Program announcement closed at the end of May.

Those who are finally selected will begin an in-depth, individualized development program that lasts from about six months to two years, depending on a candidate's needs.

FAAers who graduate from the program will be certified by the Office of Management Personnel for three years.

They will serve as the primary pool for selection into entry-level SES positions at FAA.

See related story on page 4.

New NTSB Member. John A. Hammerschmidt was sworn in July 5 as a member of the National Transportation Safety Board.

Hammerschmidt, whose term expires at the end of 1995, replaces Jim Burnett.

In 1984, before coming to the NTSB as a special assistant to the board, Hammerschmidt served in the Office of the Vice President.

He was chief executive officer of a family lumber business in his hometown of Harrison, AR, from 1974 to 1983.

A graduate of Dartmouth, he studied business at Harvard.

Burnett, who had served on the NTSB

since December 1981, returned to his home in Arkansas in late June to resume his law career.

In a memo to NTSB employees, Burnett noted his "joy and pride over the accomplishments in behalf of the traveling public which we have made together over the last decade."

Crew Blamed for Accident. The NTSB has blamed a fatal airline accident on the lack of proper coordination by the crew of a Northwest DC-9 passenger jet.

Eight people died in the December 3, 1990, accident when a taxiing DC-9 entered an active runway at Detroit Metropolitan Airport and was struck by a departing Northwest 727.

Is Your Office Getting the Right Number of Newsletters?

If Not, Contact Management Systems

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Headquarters

Intercom

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(202) 267-8521

No one on the 727, which aborted its takeoff after colliding with the DC-9, was injured.

The accident occurred during foggy conditions with poor visibility.

In adopting its final report, the NTSB determined that the probable cause "was a lack of proper crew coordination, including the virtual reversal of roles by the DC-9 pilots."

The report said the crew failed to stop taxiing their plane and alert the ground controller when they realized they were lost in the fog.

The crew later failed to alert the ground controller when they had intruded onto an active runway, the report said.

The board also said that contributing to the accident were deficiencies at the airport, in FAA's inspections, in Northwest's pilot training program and air traffic control services.

New Jersey Noise. The FAA has inked a \$946,418 contract with a Massachusetts firm to help the agency develop an environmental impact statement on the effects of changes in aircraft flight patterns over New Jersey.

Revised flightplans were implemented four years ago as part of the Expanded East Coast Plan, which was designed to make better and safer use of the complex Northeast corridor airspace.

Since the plan went into effect, New Jersey residents have complained about aircraft noise, and the agency recently ended a round of public meetings throughout the state.

"The awarding of this contract is a major step forward in the environmental impact statement process," FAA Administrator James Busey said, "and I am confident that the impact statement will substantively address the concerns of the people of New Jersey."

The contract was awarded to PRC Inc. of Cambridge through the DOT's Volpe National Transportation Systems Center.

Wednesday Deadline. *Intercom* is published weekly.

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

World Series of Science

FAA Honors 15 Outstanding Students at International Event

The FAA honored 15 students from across the country with cash prizes, including a \$1,000 award, for science research related to aviation.

Along with more than 900 scientists from other federal agencies, U.S. industrial organizations and universities,

the FAA helped select outstanding finalists at the 42nd International Science and Engineering Fair in Orlando, FL, for awards in specialized fields.

The winners were selected from 748 finalists. FAA's winners were:

Grand Award of \$1,000

John Breeden, 18, Whitehouse, TX

"Bioremediation: Microbial Studies with Biotransforming Applications"

First Awards of \$250

Tzuoh-yi Lin, 18, Taichung, Taiwan

"An Open System for Prevention and Remedy of Computer Virus"

Daniel Charles Price, 15, Windsor, CT

"Psychrometric Humidity Determination by Capacitive Discharge"

Felicia Tenedios, 18, Brooklyn, NY

"Visual Systems in Teenagers"

James M. Turner III, 17, Roanoke, VA

"Effects of Multimedia on Learning, Retention and Physiological Arousal: Phase III"

Second Awards of \$150

Caryn E. Cooley, 17, Fayette, OH

"Relationships of Age/Gender on Resting/Exercise ECG's/Heart Rates"

Michael Edward Cummings, 18, Lantana, FL

"Anaerobic Bioconversion of Organic Waste to Methane"

Shalene Marie Eakin, 17, Weir, MS

"Effects of Caffeine on Introverts and Extroverts: Phase III"

Carrie Renée Nottingham, 17, Charlotte, NC

"Solar-Dependent Tracking and Collector Design Optimization: Six-Year Study"

David Staheli, 17, Price, UT

"Developing an Efficient File Transfer Protocol: Phase III"

Honorable Mention Awards of \$100

Iris P. Goldenholz, 14, Davie, FL

"Factors Influencing Conformity in Teenagers: Gender, Ethnicity and Ambiguity"

Charles Kelm, 18, Del Valle, TX

"Which Airfoil Profile Will Generate the Longest Flight Time?"

Joseph Paul Salyards II, 16, Edinburg, VA

"Effect of the Sun's Rays on Sand Filtration Effluent"

Brygg Anders Ullmer, 17, Hartsville, SC

"Speech Recognition through Pipelined Microcontroller Phonemic Analysis"

Robert E. Wolf, Jr., 16, Shreveport, LA

"Effects of Exercise on Blood Pressure in Adults: Phase III"

The ISEF, the "World Series" of science fairs, is held annually with more than 750 student contestants from affiliated fairs in the United States and a number of foreign nations.

It culminates a selection process involving thousands of school and regional fairs, their student participants and their judges from science, medicine, engineering and education.

More than 600 competitive awards are given at the

ISEF. Selecting the winning projects requires one full day of judging.

Awards are presented in three separate ceremonies, with the most prestigious being the two all-expense-paid trips to the Nobel Prize ceremonies in Stockholm, Sweden.

Winners are selected based on their outstanding scientific achievements from among all the finalists who

turn to Science Awards on page 6



A Popular Subject

It's Too Late for '91, but Think about the Future

Possibilities for upward career mobility spark lots of interest at FAA, and this year's application process for entering the SES Candidate Development Program got a good bit of attention.

See "Future SESers?" on page 2.

Two organizations – the Office of Civil Rights Federal Women's Program Committee and the Senior Executive Resource Staff, AHR-20 – hosted a seminar at Headquarters during the end of April to show how to respond to the program's job announcement. The announcement closed at the end of May.

Chris George, AHR-20's manager, gave the briefing, during which she zeroed in on "how to put together a 'paper package' that represents you well."

An applicant's responses to the "Executive Achievement Questionnaire" carry a lot of weight, said George, who recommended spending about a month reading, thinking about and responding to this part of the paper package.

Competition is tough, she said. With about 55,000 FAAers, the agency has 187 SES positions.

For this job announcement, George also recommended downsizing SF 171s – forget about the "cut-and-paste" method and use only the blocks on the form itself for responses, she said. Also, don't be afraid to use the "I" word.

George cautioned the applicants to read the vacancy announcement carefully. The announcement gave tips to help them represent themselves in the best way possible.

It contained "good coaching throughout," she said.

The selection of candidates is being geared to match projections of executive turnover in the agency. In theory managers and executives are seen as generalists, but in practice there is still the belief that to be effective at an entry level, SESers need technical expertise.

After candidates complete the development program, the Office of Personnel Management certifies them for three years, and they are eligible for SES positions throughout the government.

At the FAA, last year was the first year for this selection program. The initial screening process – the "paper screen" – narrowed the 364 applicants (276 FAAers and 88 from outside the agency) to 60.

Thirty went on to the panel interview, and following



Chris George briefs the FAAers who attended the seminar outlining how to apply for FAA's SES Candidate Development Program.



The detailed seminar had a large turnout of interested employees.

the Executive Development Center simulation, 23 entered the program.

This year the initial screening narrowed 265 applicants to 65.

Successful candidates in 1990 comprised 14 from Headquarters, eight from regions and one from a center. One-third were minorities and women.

Want More Info?

For those who want to know about the program for the future, a videotape of George's briefing was made.

Diane Ables, AHR-140, can be contacted on FTS 267-3880 about its availability.

Argentina *from page 1*

focused on manufacturing and certification issues in response to the South American country's interest in developing its aircraft manufacturing capabilities.

Argentina first requested discussion of a bilateral airworthiness agreement in 1986.

With technical assistance from the FAA and the International Civil Aviation Organization, the country finalized a bilateral airworthiness agreement with the United States in 1989.

That agreement permits reciprocal imports to each country of the other's aeronautical products.

Currently the implementation procedures limit Argentina to the export to the U.S. market of FAA-certified aeronautical products.



FAA Administrator James Busey, at right, and Brigadier General Juan Baigorria, simultaneously put their names to implementation procedures.

The implementation procedures allow the Argentines to manufacture for export various parts of aircraft and aviation equipment under FAA certification.

What Is Work Force Diversity?

FAAers have been hearing and reading a lot about work force diversity.

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

Take This Quiz

How Much Do You Value Diversity?

Here's a short quiz that helps find out how you view cultural diversity. The survey comes from the DOT Office of Work Force Diversity.

Rate your responses to the following statements on a 1-to-5 scale: 1 represents low agreement, 5 represents high agreement.

- I recognize my personal and cultural values and know which values I am able to compromise without losing my integrity.
- I adapt my communication style to the demands of the situation.
- I listen as much as I speak; I do not interrupt.
- I appreciate different ways of communicating.
- I do not judge people on their accents.
- I make an effort to talk about differences and try to include people in discussions that affect them.
- I never make ethnic or sexist jokes, and I object when others do.
- I never make remarks that are "hot buttons" for "different" individuals.
- I am interested in the ideas of people who do not think as I do, and I respect their opinions even when I disagree with them.
- I participate in the social events of my organization.
- I take steps to make sure I get the right experiences and training to meet my career goals.
- I consider the effect of cultural and other differences on messages being transmitted, and I check my assumptions.
- I help others get ahead, just as others have helped me.
- Some of my friends or associates are different from me in age, race, gender, physical abilities, economic status, culture or education level.
- I recognize that I am a product of my upbringing and experiences and my way is not the only or "right" way.
- I am patient and flexible and can accept different ways of getting a job done as long as the results are good.
- In unfamiliar situations, I watch and listen before acting.
- I am sensitive to the feelings of others and observe their reaction when I am talking.
- I am aware of my prejudices and consciously try to control my assumptions about people.
- I have identified for myself a mentor and other resources that I use to help me achieve my career goals.

Total Points

How To Score This Test

Add up your points. If your score is 80 or above, you probably value diversity and are able to deal fairly effectively with people who are different.

However, there is always room for improvement. If your score is below 50, you may experience difficulty or uneasiness in dealing with diversity.

DOT Fellows *from page 1*

The program is a joint venture between the DOT and the Council for Excellence in Government.

A special DOT-Council panel will select the 1991 fellows.

FAAers competing for the 25 positions were nominated by a member of the Senior Executive Service in their organization. A panel of three SESers from Air Traffic, Airway Facilities and Civil Rights selected the 14 FAA nominees, who were endorsed by the Administrator.

Those selected for the year-long program will continue to work at their current jobs.

They will have several opportunities, including attending monthly seminars and making at least three visits to large corporations to get first-hand exposure to how they operate.

Fellows will also be asked to invite senior executives in their organizations to serve as their mentors throughout the year.

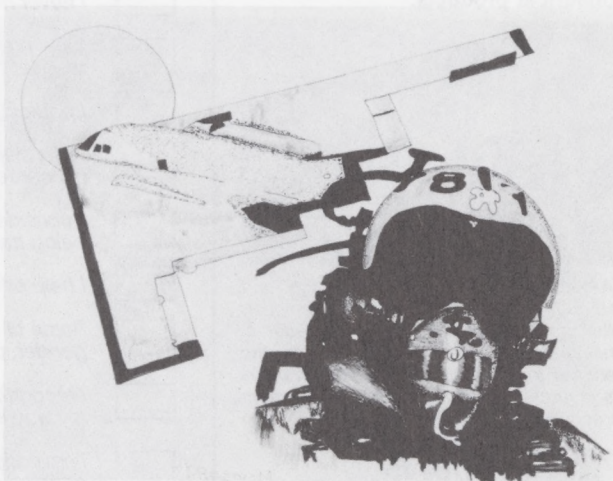
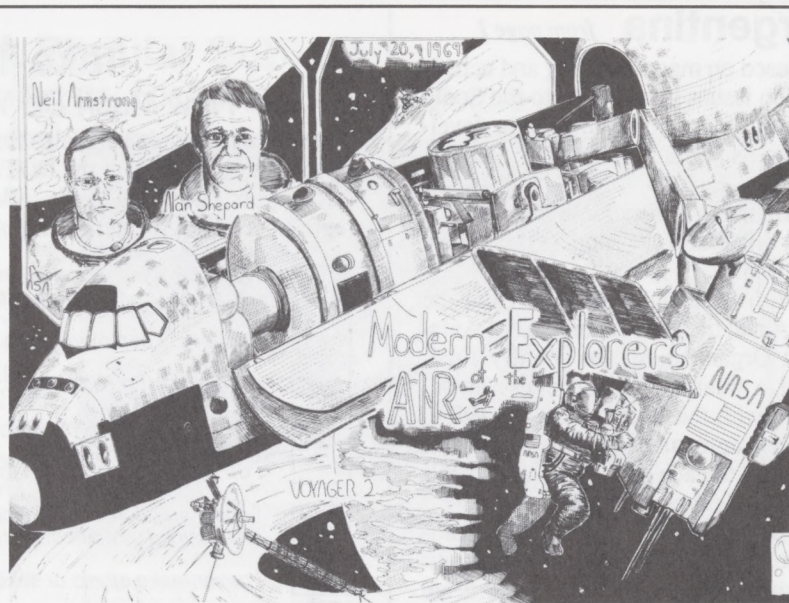
TSP Deadline: July 31

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.

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.

Contact Ida Mack, x73881, or Barbara Claytor, x73873.



Aviation Art

Children from across the country competed in the annual International Aviation Art Contest cosponsored by the FAA. Here are two of the winners. James Baker, 15, took second place in his age category, top drawing, and Reneé Sallee, 12, won third place in her category. Watch for the upcoming issue of FAA World for names of all the winners.

Science Awards *continued from page 3*

receive first place in the ISEF Grand Awards.

Judges from the FAA Technical Center were: Ray Alimenti, ACN-220; Norm Hitchner, ACN-140; Howard Kimpton, ACM-433; Dr. Earl Stein, ACA-400; Jim Thomas, ACD-340; Laurel Tootell, ACM-20; and Walter Wall, ACA-400.

Judges from Washington Headquarters were: Mary Jo Byberg, FAA's ISEF awards program manager; Joe Soderquist, AIR-100; Dr. Duane Thomas, AFS-430; and chief judge Phil Woodruff, APA-100.

From the Civil Aeromedical Institute were Dr. Stephen

Carpenter, AAM-300, and Mike Wayda, AAM-400.

From the educational community was Dr. Peggy Baty, Parks College of St. Louis.

The FAA cash awards were donated by the following aviation industry and educational organizations: Academy of Model Aeronautics, General Aviation Manufacturers Association, Air Traffic Control Association, National Congress on Aviation and Space Education, Aircraft Owners and Pilots Association, Air Transport Association of America, American Helicopter Society, Helicopter Association International, National Association of State Aviation Officials, National Business Aircraft Association, and University Aviation Association.

Flightplan

Source selection. The Logistics Service, ALG, has set up training for FAAers who use formal source selection to bring them up to speed on DOT's new procedures.

Training is not restricted to logistics personnel and anyone involved in the selection process may attend one of two scheduled sessions. They will be held on *Thursday, August 1*, from 9 to 11 a.m. and on *Thursday, August 8*, from 1 to 3:30 p.m. at FAA Headquarters in conference room 8 ABC.

Interested in attending? Contact Yvonne Joseph, ALG-120, x66862 to reserve a space.

Helping families cope. DOT's Office of Personnel is holding seminars designed for working parents, men and women, single and married, who are looking for techniques to meet work and family challenges.

The theme of the hour-long sessions is "Achieving Balance Creatively."

They begin at 11:30 a.m. in the Nassif Building, room 2201.

Here's the schedule:

Thursday, August 15

"Managing Child and Elder Care: Making it Work!"

Thursday, September 12

"A Sick Child: Save the Day!"

To sign up or for more information, contact Mary Hollomon or Stephanie Minor, x66393.

OATS in action. 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.

Need more information on the center? Call Gemma deGuzman, x66967.

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

Free at the National Air and Space Museum

Upcoming aviation-related events that can be attended free at the Smithsonian's National Air and Space Museum include a lecture on "The Magellan Mission to Venus," on *Saturday, August 3*, at 9:30 a.m. in the Albert Einstein Planetarium.

Jim Zimbelman, a geologist in the museum's Center for Earth and Planetary Studies, will discuss the Magellan's success at mapping the surface of Venus. Since September 1990, when the spacecraft began using radar imaging to measure the surface elevations on Venus, Magellan has mapped more than 83% of the planet's surface.

The presentation will include video segments that simulate flights over portions of Venus.

Also, the U.S. Coast Guard Band will be in concert on *Thursday, August 29*, at noon on the museum's west terrace.

To commemorate the 75th anniversary of U.S. Coast Guard Aviation, the band will perform a special concert of marches and band music.

The National Air and Space Museum, located at Sixth Street and Independence Avenue SW, is open seven days a week. Through Labor Day, *Monday, September 2*, the museum will be open from 9:30 a.m. to 7:30 p.m. each day. Admission is free.

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.

Headquarters coalition. At Headquarters the next monthly meeting of the National Hispanic Coalition of Federal Aviation Employees is scheduled for *Tuesday, August 6*, from 12 noon to 1 p.m. in conference room 1030.

Coalition meetings are also scheduled for the first Tuesday of each month in conference room 1030 at noontime as follows: *September 3, October 1, November 5 and December 3.*

Pat Myers, x77882, can be contacted for additional information.

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 to demonstrate techniques for responding 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.

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.

A Weekly. *Intercom* appears weekly.

David Cook, Bob Cripe Elected New Officers

Leaders Make Plans for Headquarters Employee Participation Group

After a recent election, the Headquarters Employee Participation Group (HEPG) has two new officers:

David Cook, chair

Bob Cripe, co-chair

Cook replaces Sylvia Woodcock, who retired from the FAA in June.

Cook, who works in the Career Systems Division, chaired the HEPG's cafeteria committee last year.

The committee brought together

experts from the General Services Administration, the building's management team, the cafeteria food contractor and the clinic's Wellness Program to achieve one of the committee's goals:

improved food, food service and cafeteria environment.

Cook said he intends to use the same "participative leadership style" to accomplish the HEPG's objectives this year.

Cripe, Office of Government and Industry Affairs, worked closely with the HEPG during the implementation of a new Headquarters building smoking policy last year.

"Bob's role is as important to the Headquarters Employee Participation Group as a copilot is for a long flight," Cook explained.

Cripe will focus on reestablishing the employee participation groups that became inactive after some FAA organizations were restructured in recent years.

The HEPG recently conducted an alternative work schedule survey and is expected to report its results soon.

Also, Cook said he has been working with the Office of Labor and Employee Relations and the Office of Accounting to set up and manage a new employee college scholarship fund.

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.

Healthbeat

Lose weight. By popular demand Weight Watchers is returning to FAA Headquarters with weekly meetings *every Thursday* from 1 to 2 p.m.

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

Register on *Thursday, July 25*, from 1 to 2 p.m. in the health clinic, room 327.

The first session begins *Thursday, August 1*.

The fee for first-time members is \$120. For those who wish to join the group and are current members of Weight Watchers or will be rejoining the group, the fee is \$105.

Current members must bring their valid membership book at registration to receive the reduced rate.

Lifetime members who wish to join the group must bring their lifetime membership book.

The fee is also a reduced \$105.

Please call Sam Hart, x77964, or Nancy O'Kane, x73406, to check space availability and to be put on the list before the registration date.

Extra hours. To better meet the health needs of FAAers, the clinic has new, expanded hours.

Now the third-floor clinic is open from 7:30 a.m. to 5 p.m.

Burn calories. 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 use.

Nominations Wanted

Asian Pacific American Coalition Sets Meetings

The Coalition of FAA Asian Pacific Americans is accepting nominations for the following positions: president, vice president, general secretary and treasurer.

Coalition members and FAA employees who are interested in becoming members are invited to submit nominations to Matthew Asai, ALG-310, x77542, by *Thursday, August 15*.

Nominations should include the nominator's name and nominee's name, office symbol, telephone number and position for which the person is nominated.

The next coalition meetings are scheduled for *Wednesday, August 28*, and *Wednesday, September 25*, in FAA Headquarters room 1000E at 12 noon.

Building Bulletin Board

Here's a brief update on what's happening in the Headquarters building.

Neat'n up. The DOT Secretary's "Cleanup Campaign" at the FAA kicked off on July 1 and runs through *Saturday, August 31*.

Talking specifics, it's a good time for employees to cleanup office records, get rid of old and unusable equipment through the excess process and remove trash from office areas.

Parking fees. Starting *Thursday, August 1*, job requirement (JR) permit holders will pay a higher fee for their parking passes. The monthly charge will go to \$21.

This increase is only for JR permit holders. Fees for other types of parking permits remain the same.



Photo courtesy of Boeing

Double Anniversary

Boeing, the world's biggest airplane manufacturer, marked its 75th anniversary on July 15 with a flight of the test aircraft that introduced the United States to the commercial jet age.

This prototype of the 707, best known as the Dash 80, took to the cloudy skies to celebrate the company's milestone and also note the 37th anniversary of its first flight.

Here, the Dash 80 flies over the Interstate 90 floating bridge - near the same area where Boeing test pilot A. M. "Tex" Johnson performed a barrel roll with the plane over Lake Washington in 1955 while thousands of spectators watched.

Johnson was on the commemorative flight along with his copilot of 37 years ago, R. L. "Dix" Loesch.

The aircraft made a 45-minute flight around the Puget Sound area on a journey from Boeing Field in Seattle to Paine Field in Everett where the company makes 747s and 767s.

After being stored in the Arizona desert for 18 years, the Dash 80 was returned to Seattle last year when restoration began.

Eventually it will be flown to Washington, DC, where it will become a permanent part of the Smithsonian's Air and Space Museum.

The firm was incorporated on July 15, 1916, and has built more than 35,000 aircraft.

It's founder, William E. Boeing, first called the firm Pacific Aero Products Company. The next year, the name was changed to Boeing Airplane Company.

Danger in the Skies

Potential Aviation Catastrophes, Multimillion-Dollar Repair Bills Blamed on Volcanic Ash

At least 15 jetliners have risked potential catastrophe by flying through the ash plume of the Philippine volcano Mount Pinatubo.

That's despite frequent and routine warnings by the FAA and aircraft manufacturers that the caustic particles could cause an accident, aviation and volcano experts said.

turn to **Volcanoes** on page 2

Tops in Quality

Kansas City Center Wins National Award

The Kansas City Air Route Traffic Control Center has won the 1990 FAA Quality Management Award for demonstrating excellence in its services to the flying public.

Deputy Administrator Barry Harris, who presented the award to facility manager Ivan Hunt during a recent ceremony in Olathe, KS,

TQM also praised the center's management for working to instill pride and quality awareness in the work force.

In addition to reducing controller operational errors, pilot deviations and aircraft delays, the center's management and employees

turn to **TQM Winner** on page 2

July 30, 1991



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

Headquarters Intercom

Special Honor

Irene Barnett receives the first annual "Sue Silverman Award" during the recent "Salute to Managers" luncheon. With Barnett are the former FAAer's parents, Phyllis and Alvin, and sister, Lori.

Find out more on page 6.



'Two-Way Street'

Seize Career Opportunities, Gilligan Advises

Getting ahead in the FAA is a "two-way street," says Peggy Gilligan, the first woman Chief of Staff for an FAA Administrator.

Gilligan, who recently spoke at a "Salute to Managers" luncheon said FAA's top management is sincere in its efforts to offer more advancement opportunities to women and minorities.

Creating opportunity isn't enough, Gilligan emphasized. "There is a responsibility which you must bear, too," she said.

"This is a two-way street. You must go the extra mile to meet management in its quest for helping you reach your goal."

The June 28 event was sponsored by the Federal Women's Program Committee.

While Gilligan pointed to the importance of taking advantage of the agency's numerous career seminars and training, she gave this advice.

Be a good communicator. "Communication skills are a key. We all have to work at speaking and writing more effectively.

"Don't focus on a big vocabulary. Focus on a clear thought. Don't

turn to **Career Advice** on page 3

Volcanoes Threaten Aircraft *from page 1*

One pilot, who knew he was in the ash for 29 minutes, kept on flying through it, according to Capt. Ernest Campbell, manager of airline support and flight training at the Boeing Company.

Campbell told reporters of the dangers of volcanic ash to aircraft during the First International Symposium on Volcanic Ash and Aviation Safety meeting in Seattle in early July.

Boeing records show 10 engines on different airplanes have been replaced because of Mount Pinatubo events.

"These pilots are not stupid," a Boeing spokesman was quoted as saying.

A jumbo jet, which lost power and fell 13,000 feet after flying through the ash of Mount Redoubt in Alaska during a 1989 eruption, cost \$80 million to rebuild.

"What appears to happen ... is the ash gets carried away and forms into clouds that look like other clouds, and they don't know it."

All four engines had to be replaced on one Boeing 747-400, which had flown through the abrasive ash from Pinatubo since the volcano began erupting June 9, he said.

More than 300 aviation and geology experts, pilots and aviation authority officials from 23 countries were attending the gathering, which analyzed several serious aircraft incidents involving volcano ash.

In the past, several jumbo jets have lost all engine power when clogged by molten ash and were at risk of crashing if the engines could not have been restarted.

So far, all have recovered.

A veteran pilot for British Airways described a 1982 incident in which he flew a 747 with 263 aboard past Indonesia's erupting Galunggung volcano and plummeted more than 24,000 feet

in 14 minutes without power before he could restart the engines.

A KLM 747 jumbo jet, which lost power and fell 13,000 feet after flying through the ash of Mount Redoubt in Alaska during a 1989 eruption, cost \$80 million to rebuild, Campbell said.

The eruption of Pinatubo, could last for three years, volcano experts predict.

TQM Winner *from page 1*

were singled out for actively trying to solve other problems and coming up with solutions to attain the highest level of service and employee satisfaction.

At the center, operational errors were cut by 60% and delays sliced by 82%, resulting in substantial cost savings to its customers.

The center was lauded for its commitment to Total Quality Management—a philosophy of achieving customer satisfaction that involves all managers and employees in continually making improvements.

The center has effectively used its resources to cut overtime by 83%, which resulted in a better work envi-

At the Kansas City Center, operational errors were cut by 60% and delays sliced by 82%, resulting in substantial cost savings.

ronment, improved employee attitudes and strengthened morale.

The center received a plaque and all center employees were given certificates.

Also attending the ceremony from Headquarters were Leonard Bell, AMS-2; Brooks Goldman, AAD-1; Ronald Page, AMS-510; and Bill Pollard, AAT-1.

The center was encouraged by the Office of Management Systems to nominate their facility for the governmentwide 1991 Quality Improvement Prototype Award.

Halos Pilot's Poem Praises 'Tower People'

Private pilot Marjory Nelson thinks the controllers at the Missouri Springfield Regional Airport are terrific.

She calls them a pilot's "guiding angels" and recently penned this poem to say thanks.

The Tower People

*It could be day or night.
They watch over your every flight.
Before the plane leaves the ground,
The pilot hears the tower's sweet sound.
CLEAR FOR TAKE-OFF!*

*Look down at the tower.
It is really a big flower.
Which will soon fade out of sight,
But they have you by the radar light.
TRAFFIC AT THREE O'CLOCK!*

*They are very fair.
With everyone in the air.
They bellow very loud,
When you are in the clouds.
ALTIMETER READING TWO NINER
POINT NINER TWO!*

*The wind may blow
From any direction slow.
Or it may toss you about
So that you want to shout.
WINDS TWO SIX ZERO AT
TWENTY KNOTS!*

*You will be coached
As the airport is approached.
When the runway is in sight,
It must be the end of your flight.
CLEAR TO LAND!*

Wednesday Deadline. *Intercom* is published weekly.

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

Headquarters

Intercom

July 30, 1991
No. 91-30

*Published weekly by
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Office of Public Affairs
Employee Communications Branch, APA-340
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521*

Career Advice: 'Don't Forget Others' continued from page 1

focus on a fancy slide presentation. Focus on organizing your presentation and on how to be persuasive.

"Ask someone you know well—someone you respect—to critique your written work.

"Review corrections that are made by your supervisors or others who review your work.

"If you don't understand why a correction was made, ask for an explanation so you can learn from it."

Volunteer. "Volunteer to do any task, no matter how small. This increases your visibility as a 'can do' person and will lead to bigger and better opportunities. I believe that."

Tough career path. "It won't always be easy— even as you are doing the best you can, you will hear—as I have heard—that you've succeeded at the FAA because you were just lucky enough to be in the right place at the right time.

"But if you've worked hard to get where you are—if you've volunteered for the details, traveled at a moment's notice to wherever you were needed, worked the extra hours or the weekends it took to finish the job—you'll know it wasn't just luck.

"You demonstrated your abilities and willingness to work hard, and those

efforts have been rewarded."

Become an FAA expert. "Find out as much as you can about FAA and its programs. Read everything you can about FAA and aviation in general.

"Follow what's happening in the organization, look for things that interest you and show people that you can help them accomplish their missions.

"Volunteer to assist them, offer your

'You can't be given equal opportunity if you don't compete.'

Peggy Gilligan
Chief of Staff



time and skills to gain experience. This lets them know you are a 'go-getter.' Let managers know you are interested in your job, your agency and its mission."

Don't forget others. "Once we've made it, we have an obligation to reach back and help others by networking

and serving as mentors.

"Mentors have shared their institutional knowledge with others. They have taken employees under their wing and assisted with career planning and career changes. They have helped prepare job applications and 171s, or they have just simply listened.

"They act like a 'godfather or godmother,' guiding and helping. There are lots of managers who would be willing to be a mentor. Just ask!

"Continue to encourage other managers in your organizations to be sensitive to the needs of all staff members."

Get down in the trenches. "A manager, after all, is only as good as his or her staff.

"Staffers must be motivated and must be shown that their hard work and efforts are appreciated.

"We must all show our employees that if push comes to shove, we are willing to get down into the trenches with them to accomplish a task.

"We must work as a team and create a work environment where everyone has the opportunity to excel and contribute."

Untapped potential. "Examine the untapped potential in your organization, and work harder to unleash it.

"The year 2000 promises a majority female work force, and in keeping with FAA's tradition, let us all work diligently to ensure that our work force is ready for that eventuality."

Boosting Capacity Former Houston Military Base Gets \$5 Million

In an action designed to boost airport capacity, Houston's Ellington Field, formerly Ellington Air Force Base, will receive a \$5 million grant to fund capital improvements under the FAA's Airport Improvement Program.

In making the announcement on July 3, DOT Secretary Sam Skinner said, "We believe this program can help to relieve one of the most serious problems facing aviation—the need for more capacity.

turn to Houston on page 4

Job Opportunities

'SOAR' Aims To Recruit Managers, Supervisors

FAA's System Development organization, AXD, is pushing ahead with "SOAR"—an affirmative action outreach program to recruit supervisors and managers.

Through merit promotion, 15 positions will be advertised under the System of Advancement and Recognition (SOAR).

Ten positions will be located at Washington Headquarters and five at Atlantic City's Technical Center.

SOAR workshops are scheduled throughout the agency. The first was held in late June in the New England Region.

Workshops give information on the job openings, how to apply and individual development plans, including a discussion of the Myers-Briggs personality type indicator.

Training and mentoring opportunities will be a part of the individual development plans designed for the selectees.

For more information, contact Janis DiFabio or Patricia Watts at the Technical Center, FTS 482-5760.

15th Anniversary

Aviation Safety Reporting System Marks Milestone, Helps Save Lives

The Aviation Safety Reporting System (ASRS) – the world's most comprehensive aviation human factors data base – recently celebrated its 15th anniversary.

During a July 16 news conference to mark the event, FAAer Richard Weiss praised the reporting system.

He called it a "fundamental tool" in FAA's efforts to stop accidents and to save lives by identifying and analyzing potential airspace safety deficiencies.

Weiss, director of the Office of Aviation Safety Oversight, added that the reporting system helps the FAA take appropriate actions to improve aviation safety.

"The program is a model of inter-agency cooperation," said Weiss who represented FAA Administrator James Busey at the event at NASA Headquarters in Washington.

He added that the reporting system has provided 15 years of "outstanding service to the public."

More than 180,000 confidential reports of aviation incidents are contained in the ASRS database, which NASA manages for the FAA.

This vast amount of information makes ASRS invaluable to air safety researchers in the federal government, the aviation community, academia and the public.

The system has received more than 2,200 search requests to date.

ASRS identifies safety issues brought up by its reports and distributes that information to the aviation community.

The program periodically puts out alert messages. Recent topics included:

→ Confusing airport taxiway markings.

→ Unexpected encounters of jet thrust while landing.

→ Confusion regarding barometric readings on international flights.

ASRS also publishes *CALLBACK*, a one-page newsletter that addresses current safety concerns.

CALLBACK has an estimated readership of 90,000.

During its 15-year history, ASRS

has released more than 40 research reports and technical papers on aviation safety subjects.

Most of the reports deal with human factors issues such as pilot fatigue, cockpit information transfer problems and aircrew distractions.

"The most important product of ASRS is the constructive attitude that the system has developed in pilots,

'The program is a model of interagency cooperation.'

Richard Weiss
Office of Aviation Safety Oversight

controllers and many others involved with aviation," said William Reynard, Director of ASRS at NASA's Ames Research Center, Mountain View, CA.

"The people who file reports reveal and discuss all types of situations they consider threats to aviation safety."

Houston *from page 3*

"Using former military airports should help reduce delays, both in the air and on the ground."

The city of Houston acquired Ellington in 1984 to relieve congestion at Hobby Airport under a joint use agreement with the Department of Defense.

The Texas National Guard, the Coast Guard, other military units and NASA aircraft are based at Ellington.

Ellington is the second facility picked for the program.

On May 30, Stewart International Airport, a former military base in Newburgh, NY, was the first to receive a \$5 million grant.

Six other military airports are expected to receive grants this year.

For the 1991 fiscal year, a total of \$27 million is available for the military airport program.

The FAA asked NASA to administer the Aviation Safety Reporting System in 1975.

The system formally began operations under NASA management on April 15, 1976. A civilian contractor, Battelle Memorial Institute's Columbus Laboratories in Mountain View, helps design and maintain the program.

Most people reporting problems won't discuss their mistakes frankly if what they tell ASRS can be used against them.

To overcome this barrier, the identities of ASRS reporters are strictly confidential – except when they report accidents and criminal events.

During 15 years of operation, the ASRS has never breached a reporter's identity.

The FAA also assures reporters that ASRS filings describing unintentional violations of Federal Aviation Regulations (FARs) will not be used against them in administrative hearings.

That guarantee is called "use immunity" and has been incorporated into the Code of Federal Regulations.

To further encourage reporting, the FAA waives penalties for inadvertent FAR violations reported to the ASRS which it finds out about through other means. This FAA "transactional immunity" policy, however, is subject to limitations to prevent abuse.

Reports normally go to Battelle for evaluation. The contractor's analysts, each of whom is an expert in an aviation-related field, study the reports and decide if further contact with the filers is needed. If so, they make such "callbacks" by phone.

The analysts delete all identifying report information. The identification strip is removed and returned to the filer. Appropriate substitutions replace individual, company or aircraft names and aircraft registration numbers.

Analysts add a synopsis, comments and informal notes, then code the information to describe the reported incident. The package is subsequently transferred to magnetic tape and stored in the data base.

People

Bicycle medalist. John Petrakis, Aircraft Certification Service, AIR-121, won two awards in the bicycling competition at the Virginia State Games in Roanoke on June 28-30.

He captured a silver medal in his age group in the criterium – a closed circuit course of about 25 miles – and a bronze medal in the time trial – a 2-1/2-mile climb up Mill Mountain.

Rizzardi retires. Those in the AXD organization invite FAAers to join them at a retirement lunch for Kathy Rizzardi, AXD-1 secretary, on Friday, August 2.

Rizzardi has been an FAA employee since 1975.

A reception will start at 11:30 a.m., and lunch will begin at 12 noon at the Pier Seven Restaurant, 600 Water Street SW. Lunch cost is \$16 per person.

For reservations, call Madeline Taylor, AXD-3, x73368.

Flightplan

NBCFAE conference. The National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its 15th annual conference Wednesday-Saturday, September 18-21, in St. Louis, MO, at the Embassy Suites Hotel.

FAA Administrator James Busey will be the keynote speaker at the opening ceremony.

This year's theme is "Controlling Our Destiny through Empowerment."

Workshops, seminars and presentations are planned to address cultural awareness and diversity, career development, Total Quality Management (TQM), team-building and sexual harassment.

Contacts are Annette Baldwin, conference coordinator, FTS 667-0426, commercial (718) 917-0424; or Marcia Adams, public affairs officer, FTS 267-3488, commercial (202) 267-3488.

Visiting Venus. Smithsonian's National Air and Space Museum will hold a free lecture on "The Magellan Mission to Venus," on Saturday, August 3,

at 9:30 a.m. in the Albert Einstein Planetarium.

Since September 1990, when the Magellan spacecraft began using radar imaging to measure the surface elevations on Venus, Magellan has mapped more than 83% of the planet's surface.

The presentation will include video segments that simulate flights over portions of Venus.

AXD awards. The AXD organization's annual awards ceremony, "The Best of the Best," is scheduled for Friday, September 6, at the Ramada Renaissance Techworld ballroom, 9th and K Streets NW.

A reception starts at 9 a.m., and the ceremony begins at 10 a.m.

Asian Pacific meetings. The next meetings of the Coalition of FAA Asian Pacific Americans are scheduled for Wednesday, August 28, and Wednesday, September 25, in FAA Headquarters room 1000E at 12 noon.

Coalition members and FAA employees are also urged to submit nominations for the group's officers to Matthew Asai, ALG-310, x77542, by Thursday, August 15.

Helping families cope. DOT's Office of Personnel is holding seminars designed for working parents, men and women, single and married, who are looking for techniques to meet work and family challenges.

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They begin at 11:30 a.m. in the Nassif Building, room 2201.

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Thursday, September 12

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To sign up or for more information, contact Mary Hollomon or Stephanie Minor, x66393.

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The center is open on Tuesdays from 8:30 am to 12 noon and on Thursdays from 1 to 4:30 p.m.

Need more information on the center? Call Gemma deGuzman, x66967.

Hispanic meeting. At Headquarters the next monthly meeting of the National Hispanic Coalition of Federal Aviation Employees is scheduled for Tuesday, August 6, from 12 noon to 1 p.m. in conference room 1030.

Coalition meetings are also scheduled for the first Tuesday of each month in conference room 1030 at noontime on September 3, October 1, November 5 and December 3. Pat Myers, x77882, can be contacted for additional information.

Outdoor music. To commemorate the 75th anniversary of U.S. Coast Guard aviation, the Coast Guard Band will perform a special concert of marches and music on Thursday, August 29, at noon on the museum's west terrace of the National Air and Space Museum.

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 office paper recycling boxes.

The staples don't have to be removed. 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 911, or call x78521.

Weekly. Intercom appears weekly.



Irene Barnett Honored

Headquarters' 'Most Supportive Manager' Receives Sue Silverman Award

Irene Barnett has been honored for helping women to sharpen their skills to reach their fullest career potential.

Barnett was the first to receive the Sue Silverman Award at the Federal Women's Program Committee "Salute to Managers" lunch.

She was the committee's choice for most supportive manager at Headquarters.

As director of the Office of Program and Resource Management, she was selected for the honor.

The annual award is in memory of Sue Silverman, a former FAA employee who became a division manager at 28, the youngest person in the agency to have reached that position.

The award was presented by Loretta McNeir, committee chair, along with Leon Watkins, Assistant Administrator for Civil Rights.

Sue Silverman's father, Alvin, gave remarks in the form of a personal memo in behalf of his daughter.

He talked about how "the very happiest and most satisfying times" of Sue Silverman's career "were spent at the Federal Aviation Administration and in the company" - both in and out of the office - of many of those who attended the award ceremony.

His daughter believed "the dedication at the FAA is almost beyond the call of truly democratic government because it is a dedication to service and to the safety and comfort of people - all people, people of all sizes, color, national origin or social or political position notwithstanding," he said.

The Federal Women's Program Committee will select a Sue Silverman

Award recipient annually. A plaque, engraved with the recipient's name, will be displayed in a showcase outside

the MacCracken room on the 10th floor. Recipients of the award will also receive a personal plaque.

20 Managers Lauded

Twenty Headquarters managers were singled out for supporting women's programs at the annual "Salute to Managers" luncheon sponsored by the Federal Women's Program Committee. Honored were:



Ken Chin was one of several managers honored by the Headquarters FWPC. He was nominated by Geraldine Horner, left, and received a token of appreciation from Peggy Gilligan, right.

Carolyn Blum, Director

Logistics Service, ALG-1

Bob Buckhorn, Deputy Assistant Administrator

Office of Public Affairs, APA-2

Phil Canal, Manager

Program Planning and Analysis Branch, AIR-510

Ken Chin, Executive Officer

Assistant Administrator for Aviation Safety, ASF-10

Joe Del Balzo

Executive Director for System Development, AXD-1

Pam Foss, Manager

Human Resource Management Division, AHR-100

Jerry Franklin, former Manager

Information Resource Management Staff, AAF-40

He was recently named Central Region's Deputy Regional Administrator.

Johnnie Gamble, Manager

Materiel Management Branch, ALG-220

Don Hansen, Manager

Travel and Relocation Systems Division, AAA-300

Lillie Harris, Supervisor

Resource Management Branch, ALG-360A

Darlene Hunter, Manager

Management Staff, ASD-10

Gwen Jones, Manager

Internal Program, ACR-3

Gene Mercer, Manager

Forecast Branch, APO-110

Pat Myers, Manager

Budget and Administrative Division, ACZ-300

Dave Ostrowski, Manager

Policy and Procedures Branch, AIR-110

Hugh O'Neill

Assistant Administrator for Public Affairs, APA-1

Fred Pelzman, Manager

Community and Consumer Liaison Division, APA-200

Ann Rosenwald, Director

Office of Human Resource Development, AHD-1

Paul Steucke, Manager

Public and Employee Communications Division, APA-300

Don Watkin, Manager

Employee Health Branch, AAM-230



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

Fresno's First California Team Wins Best Flight Standards Field Office Award

California's Fresno Flight Standards District Office (FSDO) has won the 1991 Flight Standards Field Office Award.

Fresno was selected for the nationwide honor for its outstanding achievements and significant contributions to the Flight Standards Service's safety program during the 1990 fiscal year.

Here are some of the accomplishments that make Fresno tops.

Safety. The Fresno FSDO made several important flight safety and aircraft design change recommendations and monitored 11 air shows, more than 50 parachute jumps and numerous international aerobatic club contests.

turn to Fresno on page 2

Sexual Harassment What Is It?

Sexual harassment -- the term holds different meanings for different people.

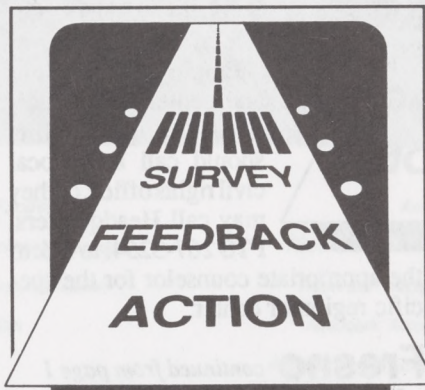
The most frequently experienced type of uninvited sexual attention is unwanted sexual teasing, jokes, remarks or questions.

Other forms of sexual harassment include sexual assault; unwanted sexual looks or gestures; unwanted letters, telephone calls or materials of a sexual nature; and unwanted pressure for dates.

Pattern of conduct. Sexual harassment is not normally a one-time only or isolated incident.

The law and agency regulations do not create a claim of sexual harassment for each and every crude joke or sexually explicit remark made on the job by employees, even supervisors.

turn to Harassment on page 2



Job Survey on the Way Employees Asked To Tell It Like It Is

How do FAAers view their work environment?

A way to find out is on the way.

The 1991 Survey Feedback Action (SFA) Program starts this month with the distribution of a survey questionnaire to all FAA employees.

The questionnaire gives employees a chance to discuss the ways they see their work environment and how the behavior of managers and supervisors affect work productivity.

Those who return the forms are guaranteed anonymity.

Completion of the survey form is voluntary but strongly encouraged, say the people in the Office of Human Resource Development, the program's sponsors.

Set up to be action oriented, the SFA process includes follow-up meetings between supervisors and

turn to Survey on page 2

Highlights

4.2% Raise. Under the multiyear federal pay reform package, FAAers can expect a 4.2% pay raise effective January 12, 1992.

'A Fine Job.' NTSB Chairman Jim Kolstad thinks the FAA is doing a "fine job" of tracking down pilots who abuse alcohol and illegal substances.

Kolstad was quoted in the *Washington Post* last month as saying, "They have done it, and they have done a fine job. I'm elated. It's actually exceeded our expectations."

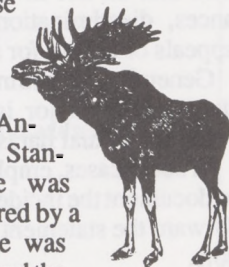
Kolstad was talking about the FAA pilot substance abuse program, through which the records of tens of thousands of pilots are compared with auto driving records to ferret out pilots with drunk-driving records on the highway.

The agency is still checking the records and has started legal action on several dozen cases.

FAA's aggressive pursuit of pilots who abuse alcohol and drugs has prompted the NTSB to remove the item from its list of most urgently wanted safety improvements cutting that number from 18 to 17.

Loose Moose. Sometimes Alaska's wildlife can cause problems for FAAers in the far North.

Recently an Anchorage Flight Standards employee was charged and injured by a moose while she was riding a bicycle, and the folks at Kenai are trying to make the airport moose-proof.



turn to Highlights on page 3

Survey *continued from page 1*

employees to discuss feedback and plans to improve the work environment.

Employee involvement does yield results, say the program's sponsors.

The response rate from the 1989 SFA was an impressive 77%, and a follow-up evaluation of that last survey showed that 71% of the facilities noted positive change and nearly 49% attributed the change to the SFA.

Changes most often cited were improvements in communications between management and employees, such as more information sharing and employee participation in decisions; personnel changes; improvements in the physical environment; and higher morale.

Harassment *from page 1*

The courts have consistently held that a pattern of offensive conduct must be proved which is perpetuated or condoned by an employer to such an extent that an employee's job performance or state of psychological well-being is adversely affected.

Most forms of sexual incidents persist over time and go on for at least a week or more -- and some for more than 6 months.

If you feel you are being sexually harassed, you should immediately inform the individual as to how you feel about his or her behavior and why you feel the behavior should change.

Remedies. Most victims seek remedies that do not involve filing grievances, discrimination complaints or appeals or asking for an investigation.

Generally, informing the individual that their behavior is unwanted will resolve a sexual harassment problem.

In some cases, employees may wish to document the incident in writing and forward the statement to their supervisors.

Depending on the nature of the sexual harassment, the supervisor may

wish to discuss the incident with the other person's supervisor, and a warning or disciplinary action may be appropriate.

The penalty for a first offense of sexual harassment can range from a written reprimand to removal.

If you have further questions about sexual harassment, Headquarters FAAers may contact Tina Stephens, x73253, Office of Civil Rights.

Employees in regions and centers with questions or complaints should call their local civil rights office, or they may call Headquarters, FTS 267-3254, to talk to

the appropriate counselor for the specific region or center.

Fresno *continued from page 1*

It carried out additional inspection and certification duties during the merger of two commuter airlines and the certification of an aviation maintenance technician school.

Teamwork. The Fresno FSDO was cited for its team approach and esprit de corps. Every month it honors an employee who is selected through peer nomination. The Fresno FSDO's airworthiness unit supervisor is the first woman in the Western-Pacific Region to hold that position.

Quality and productivity. Numerous FSDO employees have received performance, cash and on-the-spot awards.

The office has the lowest average processing time in the Western-Pacific Region for delivering enforcement cases for legal action.

It completed 100% of its work pro-

Headquarters

Intercom

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gram "required" items despite the fact that 11 of the FSDO's new inspectors were receiving initial and on-the-job training.

Public service. The office participated on a regional team that reviewed Office of Personnel Management aviation safety inspector registers to accelerate filling vacancies.

Fresno provides a duty operations and airworthiness inspector for walk-in public and military competency testing two days a week for pilots from the California Air National Guard, Castle Air Force Base and the Lemoore Naval Air Station.

In the near future, a special plaque and certificate will be presented to the Fresno FSDO and Western-Pacific Region's Flight Standards Division, AWP-200.

Nominations for the award came from eight regions.

In addition to Fresno, which represented the Western-Pacific Region, other top nominees were:

Fairbanks FSDO
Alaskan Region
Lincoln FSDO
Central Region
Pittsburgh FSDO
Eastern Region
DuPage FSDO
Great Lakes Region
Windsor Locks FSDO
New England Region
Salt Lake City FSDO
Northwest Mountain Region
Dallas/Fort Worth FSDO
Southwest Region

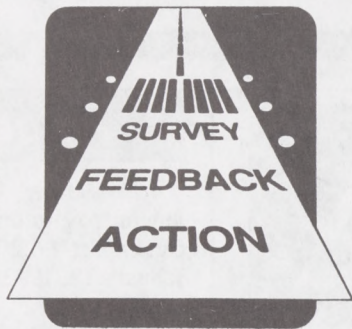
A special recognition plaque will be presented to each of the regional nominees.

Highlights *from page 1*

One day in June, for example, 19 moose were removed from the airport by seven horseback riders who coaxed the moose to move to the airport's north end.

A broken fence gave the critters a chance to see aviation up close and personal.

Flying High. Aeronautical Center Director H. C. "Mac" McClure recently received the Boy Scouts of America's



TQM Team

FAA's top managers meet monthly to talk about ways to move ahead with Total Quality Management (TQM). The 16-member group stresses that the FAA is committed to continuous improvement and is building on these experiences by incorporating successful ideas and approaches and identifying "lessons learned." Members of the panel, known as the Executive Steering Group, are listed below. In addition to Administrator James Busey and Deputy Administrator Barry Harris group members are:



Arnold Aquilano
Associate Administrator for Airway Facilities

Steve Bell
National President, National Air Traffic Controllers Association

Tony Broderick
Associate Administrator for Regulation and Certification

John Burt
Executive Director for Acquisition

Ted Criswell
Special Assistant for TQM

Joe Del Balzo
Executive Director for System Development

Arlene Feldman
New England Regional Administrator

Len Griggs
Assistant Administrator for Airports

Bruce Henry
National President, National Association of Air Traffic Specialists

Howard Johannsen
National President, Professional Airways Systems Specialists

Herb McLure
Associate Administrator for Human Resource Management

Mike Moffet
Assistant Administrator for Policy, Planning and International Aviation

Bill Pollard
Associate Administrator for Air Traffic

O. K. Steele
Assistant Administrator for Civil Aviation Security

Distinguished Eagle Award. The honor is given to those who have attained the rank of Eagle Scout at least 25 years earlier and have distinguished their careers by receiving extraordinary recognition and amassing a record of voluntary community service.

Burn Calories. 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 use.

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 911, or call x78521.

Extra Hours. To better meet the health needs of FAAers, the Headquar-

ters clinic has new, expanded hours. Now the third-floor clinic is open from 7:30 a.m. to 5 p.m.

Job Hazards? Headquarters FAAers are urged to be on the lookout for con-

ditions in the building that can cause injury or property damage.

Report all on-the-job hazards immediately. Call the PRIDE line, x77433.

Weekly. *Intercom* is published weekly.

'Addressing' AFS-500 U.S. Mail Is Route To Choose

Flight Standards Service's Field Programs Division, AFS-500, located at Dulles Airport asks employees to use the U.S. mail instead of interoffice messenger envelopes to send them documents. The U.S. mail reaches them several days faster, they say.

Their correct mailing address is:

*Federal Aviation Administration
Attn: AFS-500*

*PO Box 20034, Gateway Building
Dulles International Airport
Washington, DC 20041*

Hand-delivered items, such as overnight mail, should be addressed to:

*Federal Aviation Administration
Attn: AFS-500*

*Gateway Building, Suite 203
400 West Service Road
Dulles International Airport
Chantilly, VA 20045*

People

Lots of talkers. Membership of the Speechmasters Club 2996 of Toastmasters is on the rise.

During June nine new members were inducted into the club.

Also in June, club president *Elinor Rafferty*, AAM-220, achieved "Competent Toastmaster" status after giving her 10th speech.

Speechmasters meet the *first and third Tuesdays* of each month at 12 noon in room 9C, and the meeting is open to all.

Thelma Bagley, x78875, is the contact person for the group.

Newly inducted into Speechmasters Club 2996 are *Tom Smith*, APO-210; *Debra Plymate*, ATR-100; *Tom Soik*, AAP-420; *Bill Wallace*, AFS-250; *Valerie Kulhanek*, APO-230; *Doug Dalbey*, AFS-350; *Lynn Brown*, AIR-100; *Tom Jacky*, NTSB; and *Nancy Lambert*, APR-320.

Helping others. *Edith Egypt*, an FAAer with the Assistant Administrator's Office for Policy, Planning and International Aviation, is eligible to receive leave donations.

She has a severely fractured leg, which has required surgery.

To prevent what is quickly becoming a shortage of leave, her coworkers are appealing for leave donations.

Anyone within the FAA or another federal agency, may contribute up to half of the annual leave they would normally accrue this year.

If you have any questions or need a form to donate your leave, contact Elmer Frasure, AHR-160, x78328.

AXD Update

September honors. The AXD organization's annual awards ceremony, "The Best of the Best," is scheduled for *Friday, September 6*, from 9 to 11:30 a.m. at the Ramada Renaissance Techworld ballroom, 999 9th Street NW, across from the Convention Center.

Invited speakers include Secretary of Transportation Sam Skinner.

Award winners will be honored at a

Dumpster Ditty

'Take out the Papers and the Trash'

"Take out the papers and the trash," the 1950s tune admonishes. That's good advice today at FAA Headquarters because it's cleanup time again.

DOT Secretary Sam Skinner has kicked off a DOT-wide records cleanup campaign that runs through *August 31*.

It's also a good time to review and identify excess personal property items, such as office and data processing equipment and furniture, for possible disposal.

For the FAA, only organizations located within the Headquarters Building are required to participate in the cleanup.

The campaign does not apply to organizations that already held a records cleanup in the past six months or are not located in the building.

For questions regarding records issues or ordering transfer forms and boxes, contact Rita Ann Westerfeld, agency records officer, Paperwork Management Branch, AMS-410, x79894.

For scheduling trash and recycling collections of personal property issues, contact Laverne Lucas, Facility Management Branch, ALG-520, x73003.

Specifics on the cleanup are contained in Notice 1350.44, Records Cleanup Campaign - 1991.

lunch immediately following the ceremony.

With the exception of the Team Achievement Award, awards are intended to acknowledge individual accomplishment.

Awards are based on peer nomination, and the Executive Director will also honor the AXD employee who best exemplifies excellence in carrying out day-to-day activities.

Flightplan

NBCFAE confab. The National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its 15th annual conference *Wednesday-Saturday, September 18-21*, in St. Louis, MO, at the Embassy Suites Hotel.

FAA Administrator James Busey will be the keynote speaker at the opening ceremony.

This year's theme is "Controlling Our Destiny through Empowerment."

Workshops, seminars and presenta-

tions are planned to address cultural awareness and diversity, career development, Total Quality Management (TQM), team-building and sexual harassment.

Contacts are Annette Baldwin, conference coordinator, FTS 667-0426, commercial (718) 917-0424; or Marcia Adams, public affairs officer, FTS 267-3488, commercial (202) 267-3488.

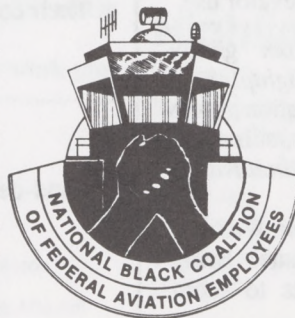
Asian Pacific meetings. The next meetings of the Coalition of FAA Asian Pacific Americans are scheduled for *Wednesday, August 28*, and *Wednesday, September 25*, in FAA Headquarters room 1000E at 12 noon.

Coalition members and FAA employees are also urged to submit nominations for the group's officers to Matthew Asai, ALG-310, x77542, by *Thursday, August 15*.

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

display rack in Public Affairs, room 908.

A Weekly. *Intercom* appears weekly.



Slowing the Big Ones

Technical Center Tests

New Runway Foam Materials

FAA's Atlantic City Technical Center is trying to find new ways to slow down aircraft that overshoot runways.

Tests on a foam bed, which began in April, ended in June with testing of different materials slated for this fall.

turn to **Foam Tests** on page 2



August 13, 1991



U.S. Department
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Federal Aviation
Administration

Headquarters Intercom

Keeping Airshows Safe

Summertime is airshow time, and as usual air traffic controllers are keeping the events safe. Across the country hundreds of controllers work at these aviation events. Here are just four from the Daytona tower who helped make Florida's recent "Skyfest Daytona" a success. Left to right: Howard Sapp, Larry Salser, David Miller and Jeannie Johnson.



A Life-or-Death Difference Controllers Lauded for Outstanding Flight Assists

It's not every job that comes with a built-in opportunity to save lives, but some at FAA do.

Because of the top-level performance of agency employees in emergency situations in the air, there are many more people able to go about their daily business.

Annually, the FAA recognizes air traffic control specialists who have given exemplary flight assists to pilots in trouble.

turn to **Saving Lives** on page 3

Highlights

Diversity. How do FAA accountants stack up when it comes to work force diversity? Find out on page 2.

Moving Soon. The NTSB's plan to move from the eighth floor of FAA Headquarters to a L'Enfant Plaza building has been delayed.

It was originally scheduled for July 25 but was pushed back because renovations to the future space by the General Services Administration have not been finished.

The NTSB hopes to move part of its operation to 490 L'Enfant Plaza East—the same building that houses the L'Enfant Plaza Hotel — this month.

The NTSB laboratory is expected to move at a later date.

Drug Tests. During the first full year of drug testing for employees and job applicants, the aviation industry reports that 230,621 tests were administered in calendar year 1990.

Of these, 966 — or 0.4% — were positive.

Of the 966 positives, 46% were detected in pre-employment tests of persons applying for aviation jobs.

The applicants who tested positive

turn to **Highlights** on page 2

Foam Tests *from page 1*

A total of eight tests were conducted with the center's instrumented 727 using different test bed configurations.

The foam test beds were 40 feet wide and varied in length to 280 feet.

Bed height varied from six inches to 18 inches, and aircraft speed varied from 30 to 80 miles an hour.

The tests are a follow-up to computer simulation studies of a foam bed stopping system, conducted by the University of Dayton and Port Authority of New York and New Jersey.

Several materials that slow aircraft, such as clay, sand, gravel, water, foamcrete and plastic foams were investigated in the Dayton study.

These materials have also been tested



FAA's 727 tests foam bed at the Atlantic City Technical Center.

at New York's Kennedy Airport.

Incidents of aircraft overrunning the ends of runways after an aborted take-off or landing have resulted in death or serious injury to passengers and have

caused extensive damage to aircraft.

Some airports have runways that terminate at relatively short distances from major highways, rail lines, bodies of water or other geographic hazards.

Highlights *from page 1*

were not hired for safety-sensitive positions.

The remaining 520 or 54% of positive results were found among aviation employees in safety-related jobs or positions related to security.

Of these, random tests produced the most positive findings (446), followed by reasonable cause (48), return-to-duty (13), periodic (8) and the post-accident (5) tests.

Those employees who tested positive were immediately removed from their safety or security positions.

There were 541 positive findings among maintenance workers and applicants for maintenance jobs, while flightcrew members and applicants for flightcrews accounted for 28.

Of the 966 persons testing positive, 59% were found to have used marijuana; 38% cocaine; 3% amphetamines; 3% opiates; and less than 1% PCP.

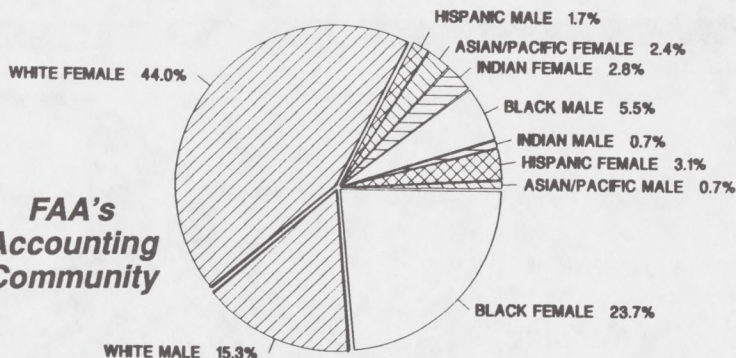
The numbers add up to more than 100% because of multiple drug use by some persons.

Approximately 340,000 aviation employees were subject to approved drug testing programs at the end of 1990.

Employees covered include pilots, mechanics, flight attendants, airport security personnel, flight engineers and aircraft dispatchers.

Weekly. *Intercom* appears weekly.

FAA's Accounting Community

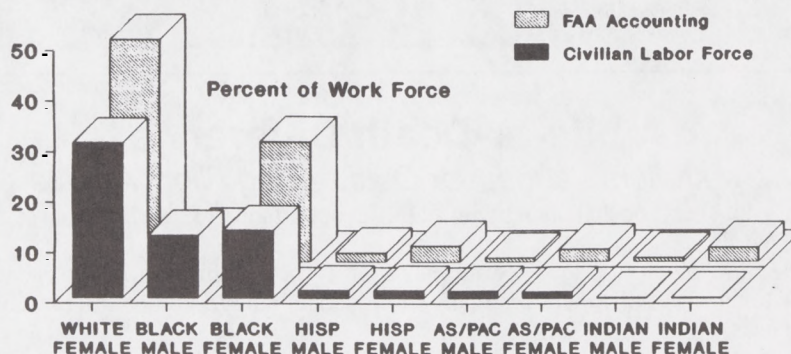


Recently the Office of Accounting (AAA) took a look at its nationwide work force, which numbers about 500. These graphs illustrate what it discovered.

The pie chart, above, shows the composition of the FAA accounting community - a very diverse group. The bar chart, below, compares the FAA accounting work force to the nation's general population based on civilian labor force statistics.

In almost all areas, the agency's accounting work force exceeds the female and minority representation of the U.S. work force as a whole. Representation of both white and black females is considerably higher than the national rate.

Ernest Keeling, director of Accounting, says these graphs exemplify accounting's efforts to develop and maintain a culturally diverse work force. "A diverse work force, which in the accounting community handles everything from paying bills to developing new systems, can contribute and deal effectively with the challenges before us," Keeling said.



Flightplan

Managers meetings. The Federal Managers Association (FMA), FAA Headquarters Chapter 265, will hold their next two monthly meetings on *Wednesday, August 14*, and *Wednesday, September 11*.

The get-togethers kick off at 12 noon in the MacCracken Room on the 10th floor.

The August meeting's topic is "Management and Adaptation."

Members are invited to bring guests.

Learn sign language. The Federal Women's Program Committee is sponsoring the Introductory/Refresher Sign Language Class for all FAAers.

Classes begin on *Tuesday, September 3*, at 12 noon in Headquarters conference room 5C.

They continue for six weeks on *Tuesdays and Thursdays*.

Those interested should contact program coordinator Doretha Robinson

on x78962. Enrollment is on a first-come basis, and space is limited.

Source selection. The Logistics Service, ALG, has set up training for FAAers who use formal source selection to bring them up to speed on DOT's new procedures.

Training is not restricted to logistics personnel, and anyone involved in the selection process may attend the scheduled session.

The session will be held on *Tuesday, August 27*, from 1 to 3 p.m. in the Nassif Building, room 4234.

Interested in attending? Contact Yvonne Joseph, ALG-120, x66862, to reserve a space.

Helping families cope. DOT's Office of Personnel is holding seminars designed for working parents, men and women, single and married, who are looking for techniques to meet work and family challenges.

The theme of the hour-long sessions

is "Achieving Balance Creatively."

They begin at 11:30 a.m. in the Nassif Building, room 2201.

Here's the schedule:

Thursday, August 15

"Managing Child and Elder Care: Making it Work!"

Thursday, September 12

"A Sick Child: Save the Day!"

To sign up, contact Mary Hollomon or Stephanie Minor, x66393.

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Saving Lives *from page 1*

The 1990 national winners of the Outstanding Flight Assists of the Year Award are:

Robert R. Aluni
Flight Service Station
Hibbing, Minnesota
(now at Princeton, Minnesota,
Automated Flight Service Station)

Alton O. Humphrey, Jr.
Air Route Traffic Control Center
Houston, Texas

Michael A. Julius
Air Traffic Control Tower
Muncie, Indiana

Charles E. Konikoff
Air Route Traffic Control Center
Houston, Texas

The controllers were presented with their awards at the August 12 Air Traffic Management Team meeting held in Baltimore.

An article in an upcoming *FAA World* gives the details of these outstanding flight assists.

Building Bulletin Board

Here's an update from the Headquarters Building Management Division, ALG-500, on several improvement projects planned or already in the works.

Why the scaffolding? Repairs to the building's exterior kick off this month. A crew begins work on the south side of the building removing mortar from existing joints of the building facade and replacing it with sealant.

Scaffolding on the sides of the building will be in place for the duration of the project -- about eight months.

Sidewalk fix up. Sidewalk repairs are progressing on schedule, says ALG-500. The contractor is almost finished with the raised paving stones around the overhang of the building, and work on concrete repairs for the steps and sidewalk is underway.

The contractor removed subsoil and replaced it with gravel on the C Street side of building to stop moisture from building up. The freezing and thawing of moisture can cause movement of sidewalk and curb areas.

Repairs are expected to be completed in September.

Walk with care. The shuttle bus loading area is now permanently located on the Independence Avenue side of the building to alleviate the confusing traffic patterns on C Street.

ALG-500 also asks employees to be extra careful in crossing C Street while construction is underway.

Once sidewalk repairs are completed, the C Street entrance will be a temporary parking area for parents bringing children to the DOT Day Care Center in the building.

FAAers Honored with Employee Participation Group Awards

Nine FAA Headquarters organizations and individuals were honored with awards and praise for their efforts and contributions in the agency's EPGs (employee participation groups).

The fourth annual Headquarters EPG

awards ceremony was hosted by Administrator Busey and held in the MacCracken Room on June 21.

Busey, a strong supporter of EPGs and their participative approach, commended the recipients' achievements.

"It's a particular pleasure to honor EPG award winners. Their contributions literally affect the daily lives of all of us who work here," he said.

Sylvia Woodcock, right.



Gene Lane, left.



Ronald Jennings



Ernest Keeling



Office of Accounting EPG, top, and Air Traffic Rules & Procedures EPG, bottom.



EPG Honorees

Washington Headquarters EPG Manager's Award

Ernest M. Keeling, director
Office of Accounting (AAA-1)

Washington Headquarters EPG of the Year Award

Office of Accounting (AAA-1)

Special Achievement Awards Headquarters EPG

Air Traffic Rules &
Procedures Service EPG

Washington Headquarters EPG Member Award

Sylvia Woodcock
former Headquarters EPG chair

EPG Member Achievement Awards

David Cook
Human Resource Development
AHD-200

Ronald Jennings
Systems Maintenance Service
ASM-20

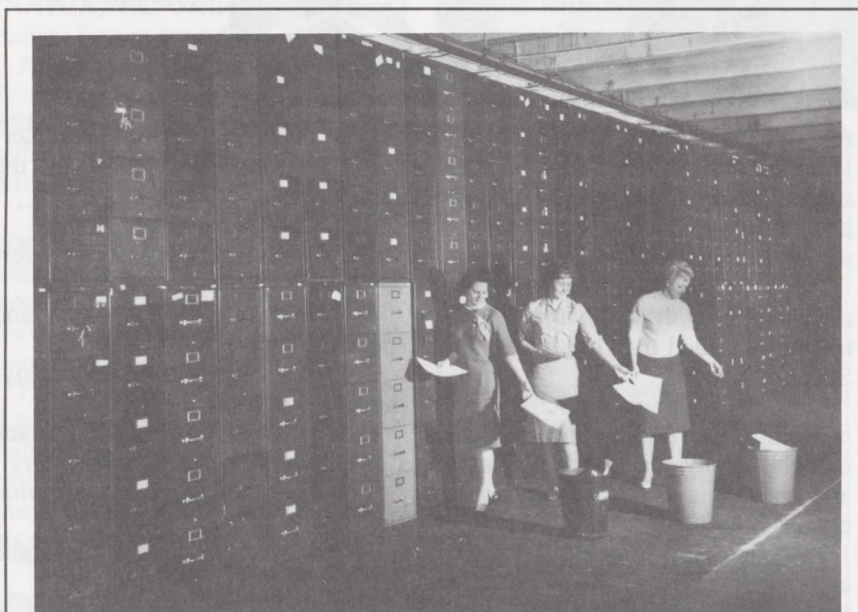
Gene Lane
Office of Personnel
APN-300

Sylvia Woodcock
former Headquarters EPG chair
NAS Transition & Implementation
Service, ANS-202



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Trash from the Past

These FAAers helped eliminate more than 13,000 feet of useless records during a 1963 cleanup campaign similar to the one currently underway at FAA Headquarters. Records of continuing or historical value should not be "trashed," however. If no longer needed by the originating office, such material should be transferred to the Federal Records Center. For information, transfer forms and boxes, contact Rita Ann Westerfeld, agency records officer, Paperwork Management Branch, ALG-520, x73003. The cleanup ends August 31.

Good Ideas Pay Off

Electronics Technician Named 'Suggester of the Year'

Paul Spencer has saved the FAA almost \$190,000.

As a reward, Spencer, an electronics technician at the Airway Facilities Division, Northwest Mountain Region Headquarters, received a \$4,434 award and has been named FAA's 1990 "Suggester of Year."

Spencer came up with a way for an electrical parts manufacturer to fabricate out-of-production components needed to maintain Air Traffic's plan view display (PVD) equipment without a "tool up" charge.

The runner-up for 1990 is Richard Moran, an electronics technician at the Airway Facilities Division at Central Region Headquarters. Moran received a \$2,000 cash award.

He recommended a method of retaining alarm parameter data when the automatic reset circuit on a Mark 1F Localizer and Glide Slope device is activated.

Retention of the alarm parameter data, which is usually deleted, provides vital information in determining the cause of equipment failures. The method was adopted nationally.

How High?

Teaming Up to Improve Pilot 'Altitude Awareness'

The FAA has teamed up with the aviation industry in an effort to sharply reduce the number of altitude deviations by airliners.

An altitude deviation occurs when pilots don't fly at assigned altitudes.

"We know pilots don't do this deliberately," said Captain Bill Sorbee of the Airline Pilots Association (ALPA), "but we have been unable to gather enough facts to determine a common cause or common thread underlying these deviations."

Now the Pittsburgh Flight Standards
turn to Teaming Up on page 3

Highlights

Work Force Diversity. What is it? Turn to page 3.

'Good Cops.' An air carrier pilot from Alaska thinks the FAA is great.

In fact, he recently penned a letter to the *Anchorage Daily News* praising the agency.

Here's some of what Jack Kimm wrote.

"The FAA, by and large, is one of the best federal agencies your money can buy.

"I am a pilot so I know that every one of us, the using and flying public, 'owe' the FAA for America's remarkably good safety record.

"They are our sky traffic cops. They keep us safe and get us there and back. In fair and foul weather, all of us are totally dependent on them for our survival.

"All of us would marvel and thank
turn to Highlights on page 2

Highlights *from page 1*

these people if we would just take a look at their radar screen at rush-hour traffic...each of our aircraft is a little dot that turns the radar screen white with all those white dots like a beehive in stampede!.... I for one thank them for the superb job they have been doing."

Fallen Hero. A 39-year-old counselor who was killed while trying to save the life of a 20-year-old man has been posthumously awarded the DOT's Award for Heroism.

DOT Secretary Sam Skinner presented the award for Alan Boursse of Berkeley, CA, to his brother, Andree Boursse, who works for the Federal Highway Administration in San Francisco.

On December 16, 1989, Alan Boursse was trying to pull a mentally handicapped man off the railroad tracks in Port Costa when both were struck by a freight train. The man lived in Foothill House, a home for mentally impaired persons, where Boursse was employed as a counselor.

Alan Boursse, another counselor and three Foothill residents had gone on an outing. As the group of five crossed the tracks, the train approached from the north at about 40 miles per hour.

The two counselors had difficulty getting the three Foothill residents off the tracks. Boursse, a large, muscular man, had to drag one man off the tracks, saving his life.

However, the man ran back onto the tracks where he stood with his back to the train. With the train's horns sounding, Boursse, a former professional boxer, shouted at him, ran back onto the tracks and tried to push him out of the train's path again. Both were hit and dragged under the train.

'Humanizing' NAS. A mid-July conference at the Center for Management Development (CMD) focused on the latest developments in implementing the long-range, integrated FAA plan for managing the human resource aspects of National Airspace System (NAS) modernization.

The meeting, which was for human



FAA's long-range, integrated plan for managing the human resource aspects of National Airspace System (NAS) modernization was the topic of this recent conference at CMD.

resource management personnel from Headquarters and regional offices, zeroed in on the information as it related to focal points - regional human resource management representatives.

The group used the CMD meeting support room with "collaborative technology" - called the Group Decision Support System.

This tool allows participants to communicate their concerns and thoughts anonymously, and responses and comments at the meetings were open and detailed.

Talks by Mary Barnett, ATZ-300, and Duane Mason, ASM-200, added to the group's understanding of the issues from the viewpoint of personnel in Air Traffic and Airway Facilities.

Attendees also previewed the new CMD course, Management of Change, which equips supervisors and managers to adapt to ever-present change in organizations.

Conference sponsors were the NAS Transition Service, ANS-120, and the Human Resource Management Planning and Resource Division, AHD-300.

Facts with FEDIX. 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.
- FAA/DOT news releases and speeches.
- FAA procurement and employment information.
- Minority and Historically Black Colleges and Universities programs.
- College and university information.
- Aviation industry programs and resources.
- State and FAA regional information.

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, 1-800-232-4879.

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 Education, Office of Naval Research, NASA, the Department of Housing and Urban Development, National Science Foundation and the Department of Commerce.

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

Teaming Up to Improve Pilot 'Altitude Awareness' continued from page 1

District Office, USAir and ALPA are working together to find the causes and come up with solutions to this serious aviation safety problem.

Other organizations involved in the quest to reduce altitude deviations are: FAA's Air Traffic Division, National Air Traffic Controllers Association (NATCA) and Carlow Associates, a human factors consulting firm.

After coordination with ALPA, USAir worked with the Pittsburgh FSDO to develop a comprehensive altitude awareness program to reduce altitude deviations at the carrier.

"The nature and scope of our operation (nearly 3,000 departures a day) increases the potential for altitude deviation," said Captain Jim Fogarty, Director of Flight Safety and Quality Assurance for USAir.

FAA flight standards district offices throughout the country will refer USAir altitude deviations to the USAir Certificate Management Unit at the Pittsburgh FSDO for data collection, analysis and appropriate corrective action.

"This undertaking is an excellent demonstration of how government and the aviation industry can work together in a partnership to enhance the safety of airline passengers," said Eastern Region Flight Standards Division manager Nick Sabatini.

"The new FAA emphasis on partnership, cooperation and corrective action should make this effort very productive," said Jim Repucci, supervisor, Certificate Management Unit at the Pittsburgh FSDO and one of the organizers of the study.

"One of the problems of the past has been the difficulty of obtaining full disclosure from pilots when they may be facing enforcement action," he said. "Consequently we have attempted to

analyze a critical aviation safety problem with incomplete data.

"We are hopeful that the additional data generated through this new program can be used to help us better understand the reasons for altitude deviation and reduce the frequency of these incidents to a level near zero. The results of this comprehensive program have been very encouraging so far," Repucci said.

"We are starting clean to try to understand how pilots process information and help them to do it better," said Dr. Thomas Granda, senior research scientist at Carlow Associates, consultants for the study.

"What tasks are they performing in that five-to-10 second period when information is transmitted? Do both pilots know what the new altitude is? What happens when the information is incorrectly transferred to the mode control panel?"

Another factor that will be examined is the greater frequency of altitude deviations occurring on newer aircraft with more sophisticated and automated instrumentation.

Over the coming months FAA hopes the new data will provide new insight and solutions to the problem.

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

What Is Work Force Diversity?

FAAers have been hearing and reading a lot about work force diversity. 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.

Catching Up on Old Times

New York Center, Marine Corps Air Traffic Reunions on Tap

Two reunions are in the works for air traffic employees from the New York Air Route Traffic Control Center and former air traffic personnel from the Marine Corps.

Here are the specifics:

New Yorkers head south. A small group of retired controllers from the New York enroute center are organizing a reunion of present and former facility employees.

It's scheduled for Orlando, FL, during the Veterans Day holiday, the weekend on *November 8-10*.

To sign up to attend, contact former New York ARTCC controller Lenny Moss, 3447 Carombola Circle, South,

Coconut Creek, FL 33066, (305) 979-5767. Moss said initial response to the reunion has been "overwhelming."

Arrangements have been made with

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the Orlando Holiday Inn for a special five-day rate for the event which includes a hospitality suite, a Saturday evening banquet and Sunday brunch.

A few good controllers. A reunion of former Marine Corps air traffic control personnel is being planned for Reno, NV, *February 14-16*.

Air traffic controllers, technicians, maintenance personnel and anyone associated with a Marine Corps unit involved in air traffic control is welcome.

Contact Joseph E. Medico, PO Box 295, Magalia, CA, 95954 for information and reservations or to have your name added to the reunion mailing list.

Healthbeat

Give blood. Blood donors have a chance to give the "gift of life" on *Wednesday, August 21*.

The American Red Cross will hold a blood drive from 9:30 a.m. to 2:30 p.m. in conference room 5ABC.

Cholesterol checks. FAA's Health Awareness Program will offer cholesterol screening during September for all FAA and NTSB employees.

Sign up sheets will be available on *Wednesday, September 4* in the clinic foyer, room 327.

Flightplan

Retirement seminar. A mid-career retirement planning seminar for employees with at least 15 years of civilian government service will be held *Wednesday and Thursday, September 4 and 5*.

It will focus on long-range retirement planning and strategies and address these subjects:

- Components of a retirement plan.
- Entitlement under Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS), health and life insurance, Social Security, Medicare and the Thrift Savings Plan.
- Tax and legal issues affecting retirement.
- Personal health and psychological issues.

Those interested in attending should submit their names to their organization's administrative officer.

For more information, contact Ida Mack, Employee Relations and Career Development Branch, AHR-140, x73881.

Learn sign language. The Federal Women's Program Committee is sponsoring an introductory/refresher sign language class for all FAAers.

It begins on *Tuesday, September 3*, at 12 noon in Headquarters conference room 5C and continues for six weeks on *Tuesdays and Thursdays*.

Interested? Contact program coordinator Doretha Robinson, x78962.

Building Bulletin Board

Parking permits. DOT's Parking Management Office is recertifying all parking permits.

FAAers who hold permits -- including carpool, vanpool, shift worker, temporary or job requirement permits -- must resubmit an application, DOT form 1700.9, by *Friday, September 13*.

Shift workers must submit an application and a memo from their supervisor stating shift hours the employee will be working to the Facility Management Branch, ALG-520, room 115, no later than *Friday, September 6*.

Job requirement (non-SES) and temporary parking permit holders must also submit an application and a justification memo from their supervisors stating the nature of the job, the work hours required and why carpooling is not possible.

All these applications should be submitted to the Facility Management Branch no later than *Friday, September 6*.

All carpool and vanpool applications go directly to DOT's Parking Management Office, room 2217, Nassif Building.

Holders of Colonial parking permits (Aerospace Building) must submit an application and a memo whether it's for job requirement or shift worker, to ALG-520 no later than *Friday, September 6*.

Questions? Call x78299.

AXD awards. The AXD organization's annual awards ceremony, "The Best of the Best," is scheduled for *Friday, September 6*, from 9 to 11:30 a.m. at the Ramada Renaissance Techworld ballroom, 9th and K streets NW, across from the Convention Center.

AF awards. The Airway Facilities organization's annual honorary awards ceremony, "Excellence - the Key to Quality," is scheduled for *Wednesday, September 11*, at the Ramada Renaissance Techworld grand ballroom.

A reception starts at 9 a.m. followed by the ceremony at 10 a.m.

Asian Pacific FAAers. The next meetings of the Coalition of FAA Asian Pacific Americans are scheduled for *Wednesday, August 28*, and *Wednesday, September 25*, in FAA Headquarters room 1000E at 12 noon.

Helping families cope. DOT's Office of Personnel is holding a seminar, "A Sick Child: Save the Day," designed for working parents, men and women, single and married, who are looking

for techniques to meet work and family challenges.

The hour-long session will be held on *Thursday, September 12* in the Nassif Building, room 2201.

To sign up or for more information, contact Mary Hollomon or Stephanie Minor, x66393.

Hispanic meeting. At Headquarters monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the first *Tuesday* of each month in conference room 1030 at noontime on: *September 3, October 1, November 5 and December 3*. Contact Pat Myers, x77882, for additional information.

Outdoor music. To mark the 75th anniversary of U.S. Coast Guard aviation, the Coast Guard Band will perform a special concert on *Thursday, August 29*, at noon on the museum's west terrace of the National Air and Space Museum.

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





U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Highlights

New Category. The FAA has reopened the comment period on a proposed rule that would establish a new aircraft category called "primary aircraft" with simplified procedures for FAA certification.

The new category would be composed of small, single-engine airplanes limited primarily to personal use.

The revised proposal would increase the maximum allowable weight of these aircraft by 200 pounds, remove the previously proposed 200 horsepower limitation and replace it with a maximum 61 knot stall speed performance limitation -- six pounds per square foot disc loading for rotorcraft.

It would also allow the use of these aircraft for rental and pilot training provided standard maintenance procedures are used.

turn to **Highlights** on page 2

Prank Ends Skeleton Is Back

Back in March everyone was betting that "Robert Elizabeth" had been stolen.

Borrowed for four months as a prank was more like it.

Now the Civil Aeromedical Institute's human skeleton is back home at the Oklahoma City facility.

Dr. Bill Davis of the CAMI staff shed light on the caper.

It seems that a premed student took the anatomical skeleton on a dare.

turn to **Skeleton** on page 2



High-Level Boost

Dorian Stephens, a 16-month-old tyke at the DOT Day Care Center, gets a boost from DOT Secretary Sam Skinner so the youngster can get a better look at Miss America, Marjorie Vincent. She recently toured the center, read the kids a story and accepted several handmade gifts. More photos on pages 4 and 5.

Photo by Dennis Hughes

Child Care Update More Centers on the Way

Other federal agencies "look up" to the FAA as a model in providing child care services, and Administrator James Busey wants to keep it that way.

Busey, who spoke at a recent Office of Labor and Employee Relations conference of 35 FAA child care coordinators and other

turn to **Child Care** on page 3

'I want us to be a leader in developing new initiatives for helping employees striving to achieve a balance . . . between home and the workplace.'

James Busey
FAA Administrator

10 Years Later 'Remarkable Job' of Rebuilding Nation's Air Traffic System

In the decade since the nationwide air traffic controllers' strike, the FAA has done a "remarkable job" of rebuilding the system, FAA Administrator James Busey says.

In recent comments to a wire service reporter, Busey reflected on the strike and its aftermath.

In August 1981, then-President Ronald Reagan fired thousands of controllers after they refused to return to work within 48 hours after the strike began.

Today, Busey stressed, the FAA is managing an airspace system that is "safe, efficient and effective by any measurement standard that I look at."

The agency has also learned from the past, Busey said.

A "key lesson," he said, is that "we cannot allow things to degenerate for whatever reason, to the extent that the employees feel that they have no other avenue, other than to walk off the job."

Busey also emphasized that one of the agency's top jobs is to make sure it provides controllers with "every tool that technology offers" to help boost safety and ease job stress.

The Administrator characterized today's controller work force as one with an increasing number of young people with college educations.

"They're a bright, articulate group of young men and women

turn to **'Remarkable'** on page 2

Highlights *from page 1*

The new 60-day comment period ends September 29.

The proposed regulation is aimed at fostering the development of a category for personal use aircraft that are safe to fly but less costly to certificate, build, buy and maintain than is now possible under rules for standard category aircraft.

It would also permit owners of these aircraft to perform an expanded range of special inspections and preventive maintenance, provided they successfully complete an FAA-approved maintenance training program for the particular aircraft involved.

Big and Small. Among the world's international airlines, the distinction for the fewest number of total passengers carried in 1990 goes to Finland's Finnair, according to *Aviation Daily*.

The biggies? The leader was the Soviet Union's Aeroflot, which boarded 137.2 million passengers, followed by four U.S. carriers - American, 73.2 million; Delta, 65.9 million; USAir, 60 million; and United, 57.8 million.

A First for Retreads. A repair station at Kansas City's International Airport is the first facility in the United States okayed by the FAA to retread radial aircraft tires.

Earlier this year, the Kansas City Flight Standards District Office approved Michelin Aircraft Tires, Inc.'s processing/specification for "Air X" radial tires.

Drug Testing. The DOT is sponsoring two series of conferences on drug testing in the transportation industry.

The first set of conferences deals with consortia-operated drug testing programs, while the second involves three training conferences on specimen collection procedures required in the DOT drug testing regulations.

The two consortia conferences will be held in Washington, DC, on September 4-5, and in Denver on September 11-12.

These conferences are designed to

Skeleton *from page 1*

After the skeleton was reported missing, an FAAer remembered seeing a well-dressed young woman put the bones in her car and drive away. That's where the trail ended until early July.

By that time, the student realized that what had started as a prank had become a serious problem for her.

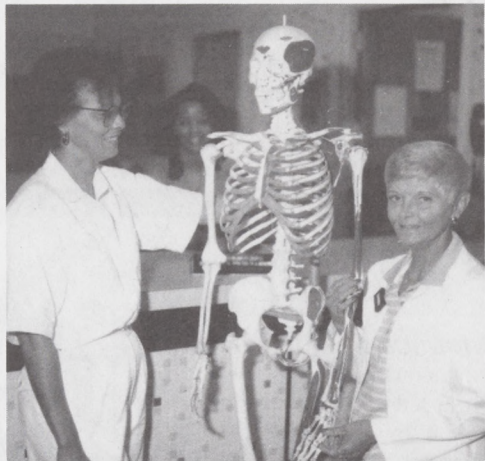
Davis received a call at his home from a teary-voiced woman who said her conscience was bothering her, and she wanted to give the skeleton back.

"It was in perfect condition," Davis told the local newspaper, the *Daily Oklahoman*.

"It is obvious to me that the student has learned an important lesson," Davis said. "I have no desire to see her arrested."

The skeleton, valued at about \$900, was acquired by the clinic 30 years ago, and over the years it had become a fixture in Davis' office.

The skeleton got its mixed-gender name because it's difficult for all but medically trained eyes to tell the sex of a skeleton. Davis confirms that Robert Elizabeth has male bones.



Home again, Robert Elizabeth is reunited with Mary Warren, Fennetta Luster and Wilma Fairman of the CAMI clinic in Oklahoma City.

assist consortia who have accepted the responsibility of implementing drug testing programs for transportation companies regulated by DOT and its agencies.

Representatives from the FAA, the Federal Highway Administration, the Research and Special Programs Administration and the U.S. Coast Guard will provide specific requirements for the employers they regulate.

Three one-day collection conferences will be held in Houston, *September 19*; St. Louis, *September 24*; and Baltimore, *October 2*.

These specimen-collection conferences are designed to present information and conduct small-group training for personnel who collect and process urine specimens.

Health Benefits. The 1991 Federal Employees Health Benefits Program open season will be held from *November 12 through December 9*.

Enrollments and changes will be ef-

fective on January 12, 1992. Employees who enroll must be in a pay status for some part of the pay period prior to the one in which their enrollment takes effect.

The Office of Personnel Management will issue more information along with open season publications and procedures in the near future.

Also, watch for the information from Human Resource Management divisions.

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.

'Remarkable' *from page 1*

who have ideas, want to contribute and want to participate," Busey said.

"I would like to believe that we in the FAA today are listening to them a lot."

Child Care: More Centers in the Works at FAA *continued from page 1*

agency work and family professionals from across the country, gave this rundown:

→ Two more child care centers are scheduled to open by the end of the year.

→ Construction has been approved for four more.

→ Other centers are on the drawing board.

Two years ago, the Great Lakes Region was the first regional headquarters to open a child care center.

"It's encouraging to look back to see how much progress we have made in such a short time," Busey told FAAers attending the agency's National Child Care and Work and Family Life Program conference that met in Washington, DC, in early August.

"But, we know we can't rest on our laurels. We must look around and see what else needs to be done in a society marked, it seems, by one constant - continual change," he said.

"All this change has enormous impact on our work force. It presents all kinds of stresses and strains and conflicts that employees must deal with.

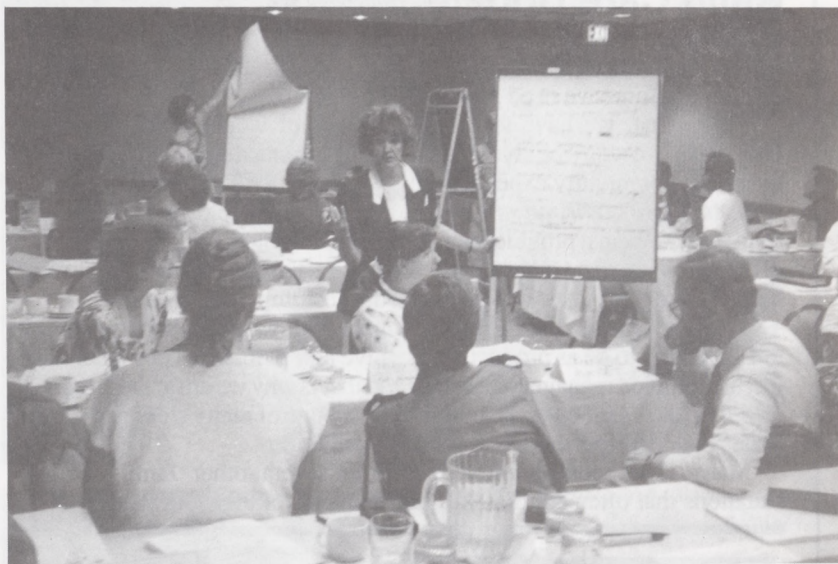
"Our job is to foresee these shifting forces - as much as that is possible - and do what we can to help mitigate its effect on our employees," Busey said.

In addition to day care services at FAA Headquarters and the Great Lakes Region Headquarters, child care centers are now available to FAAers at the FAA Technical Center, Aeronautical Center and Alaskan Region Headquarters.

By the end of 1991, child care centers are slated to begin operating at the Oakland and Jacksonville Air Route Traffic Control Centers.

Proposals for construction of child care centers at the Kansas City, Houston, Memphis and Minneapolis enroute centers have been approved and are pending final funding approval. Several regional offices are preparing proposals for more centers.

By the mid-1990s, Busey said, the FAA plans to provide funds to build child care centers at all enroute centers where there is a proven need.



FAAers at the three-day conference broke into smaller working groups to focus on solving problems and coming up with ideas and suggestions on how employees can balance home life with work.



FAAers from across the country attended the conference and took time to pose for a group photo.

While Busey said all the centers differ in design and the kinds of child care programs they offer, they all have the same common denominator.

"They provide our employees with convenient, quality, dependable child care, and this allows parents working at these facilities to devote their full attention to the important business of the national airspace system," he said.

DOT/FAA policies and guidance are in place, and the agency has child care coordinators in all human resource management divisions.

"So, it looks like we've got all the bases covered - at least as child care is concerned - and the future looks bright," he said.

Here are more of Busey's comments: **More diversity.** With a major change in the makeup of the work force of the future, Busey said, "here in FAA, we see everyday the impact of these societal changes.

"That's one of the reasons why our goal of achieving greater work force diversity is not so much a lofty goal as

continued on next page

Child Care Update *from page 3*

a steely-eyed recognition of an emerging reality.”

Finding talented workers. “We simply need to attract and retain the talented work force we need now and in the future.

“To do that, we have to comb the ranks of women and minorities. Otherwise, we won’t be able to keep up the high standards that the U.S. and the world community expect of the FAA.”

Better work environment. “Once we get these employees onboard and train them, we must provide them a work environment which is supportive of their child care and other needs. We place a high value on our employees here at FAA. We have called them our most important resource.

“Then we are obligated to provide them with whatever support we can to allow them to be as productive, creative and efficient as possible. That just makes good management sense, and that is why we are all here today.”

More than child care. “Child care is just one of many work and family issues and conflicts that confront the work force.

“Many, if not most, employees confront several other ‘family-related’ situations that often conflict with the demands of the workplace.”



Once, it was ‘fashionable to advise employees to leave their personal problems at home – but how can they do that when there is no longer anyone at home to take care of those problems?’

James Busey
FAA Administrator

Busey said that many FAAers now find themselves becoming caretakers of elderly parents or even elderly parents and their young children at the same time. Many other employees must help care for a sick spouse.

“Once upon a time, it was fashionable to advise employees to leave their personal problems at home – but how can they do that when there is no longer anyone at home to take care of those problems?”

Employee stress. “We must stay current with the stresses and strains that bear on our employees and help them deal with them. Otherwise, we will lose them.

“Corporate America is becoming more and more sensitive to these issues and is striving to create a workplace which allows employees to find a balance and suitable solutions. So must we.

“Eldercare, flexible schedules, telecommuting are all being implemented within various organizations in one form or another, and I think we at FAA have to take a careful look at these programs to see if they pertain to our situation.”

FAA leadership. “I want us to be a leader in developing new initiatives for helping employees striving to achieve a balance as they deal with the conflicts between home and the workplace.

“A plan of action must be developed, and we should try to implement this plan over the course of the next year.”

Day Care Kids Give ‘Miss America’ a Royal Welcome



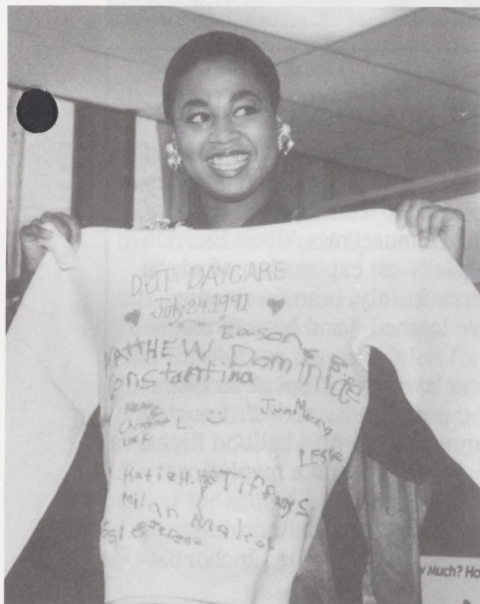
Flower girl. Milan Coleman presents Marjorie Vincent with a bouquet of flowers as she arrives at FAA Headquarters to visit the day care center.

Photos by Dennis Hughes

All hands. Marjorie Vincent displays a piece of art – handprints – courtesy of the center’s infants. Ann Benfield, center director, looks on as a local TV station records the event.



Kids
ca'
me



Sign in, please. Marjorie Vincent isn't the only one who signs autographs. Young children in the day care center's summer program emblazoned their signatures with fluorescent glue on a sweatshirt - a gift for their visitor.



Story time. Marjorie Vincent adds a little magic to a favorite time for day care kids - storybook time.



Eager youngsters. Marjorie Vincent, Miss America 1991, answers questions at the DOT Day Care Center at FAA Headquarters. With the children is Alison Richardson, the center's assistant director.



'There she is.' Teacher's assistant Monica Oliver, below, introduces Miss America to center youngsters.



Welcome to FAA. DOT Secretary Sam Skinner, left, and FAA Deputy Administrator Barry Harris greet Miss America before her July 24 tour of the DOT Day Care Center. Vincent represented Illinois, Skinner's home state, in last year's pageant.



Flightplan

Managers' meetings. The Federal Managers Association (FMA), FAA Headquarters Chapter 265, will hold its next monthly meeting on *Wednesday, September 11*.

The get-togethers kick off at 12 noon in the 10th-floor MacCracken Room.

Black coalition conference. The National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its 15th annual conference *Wednesday-Saturday, September 18-21*, in St. Louis, MO, at the Embassy Suites Hotel.

FAA Administrator James Busey will be the keynote speaker at the opening ceremony.

This year's theme is "Controlling Our Destiny through Empowerment."

Workshops, seminars and presentations are planned to address cultural awareness and diversity, career development, Total Quality Management (TQM), team-building and sexual harassment.

Contacts are Annette Baldwin, conference coordinator, FTS 667-0426, commercial (718) 917-0424; or Marcia Adams, public affairs officer, FTS 267-3488, commercial (202) 267-3488.

Amateur sleuths. The DOT Employee Recreation Association is offering tickets to the play, "Shear Madness" on *Sunday, October 20*, for the 3:30 p.m. matinee.

"Shear Madness," playing at the Kennedy Center's Theater Lab Cabaret, encourages audience members to become armchair detectives and solve a crime.

Tickets cost \$15 and are available from the DOT/ERA store in the Nassif Building, room 2100.

Asian Pacific meetings. The next meetings of the Coalition of FAA Asian Pacific Americans are scheduled for *Wednesday, August 28*, and *Wednesday, September 25*, in FAA Headquarters room 1000E at 12 noon.

September honors. The Airway Facilities organization's annual honorary awards ceremony, "Excellence the Key to Quality," is scheduled for

Smithsonian Offers Free Aviation Events

Here's a list of some upcoming events offered by the National Air and Space Museum.

Sky lecture. On *Saturday, September 7*, at 9:30 a.m., Geoff Chester of the museum's planetarium staff will talk in the museum's Albert Einstein Planetarium about "Looking into the Eclipse" — an exploration of why a solar eclipse, such as the one that took place in July, is so fascinating.

He also will explain what scientists have learned — and hope to learn — from the study of this phenomenon.

"Earthwinds." Veteran balloonist Larry Newman will speak on *Thursday, September 19*, at 7:30 p.m. in the museum's Samuel P. Langley Theater on "Earthwinds," his proposed around-the-world balloon flight.

Scheduled for November 1991, this flight will feature a revolutionary balloon design and an international crew.

"Earthwinds" is a radical departure from conventional balloon design as the familiar helium balloon is counterbalanced by an air-filled anchor balloon hanging below.

Hispanic astronaut. Dr. Ellen Ochoa, the first Hispanic female astronaut, flew into the record books when she became an astronaut candidate as well as a mission specialist for space shuttle flightcrews.

On *Thursday, September 26*, at 10 a.m. in the Samuel P. Langley Theater, Ochoa will discuss her experience as an astronaut, training for space, the space program and NASA.

Originally from southern California, Ochoa completed her dissertation at Stanford University in 1985 and has since worked in research, primarily on optical recognition systems for space automation.

World War I gallery. Coming in *November*, "Legend, Memory, and the Great War in the Air, World War I" will be the theme of the museum's gallery 206.

This major renovation of the museum's World War I gallery contrasts the romantic myth of gallant combat in the sky with the grim reality faced by the aviators who fought and died.

It uses photographs, posters, illustrations, models, period aircraft, implements of war and other artifacts, along with audiovisuals, to give an accurate picture of aviation's role in the war and to examine the interplay between the perception and reality in history.

The museum, located at 6th Street and Independence Avenue SW, is open seven days a week. Admission is free.

Wednesday, September 11, from 9 to 11:30 a.m. at the Ramada Renaissance Techworld grand ballroom, 999 9th Street NW, across from the Convention Center.

Award winners will be honored at a lunch immediately following the ceremony. The awards for AF employees nationwide are based on peer nomination. The Associate Administrator will also award several outstanding AF employees for their personal commitment to quality performance.

Helping families cope. DOT's Office of Personnel is holding a seminar, "A Sick Child: Save the Day," designed for working parents, men and women, single and married, who are looking for techniques to meet work and family challenges.

The hour-long session will be held on *Thursday, September 12*, in the Nassif Building, room 2201. To sign up or for more information, contact Mary Hollomon or Stephanie Minor, x66393.

Music alfresco. To commemorate the 75th anniversary of U.S. Coast Guard aviation, the Coast Guard Band will perform a special concert of marches and music on *Thursday, August 29*, at noon on the west terrace of the National Air and Space Museum.

Hispanic meeting. At Headquarters, monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the first *Tuesday* of each month in conference room 1030 at noontime as follows: *October 1, November 5 and December 3*. Pat Myers, x77882, can be contacted for additional information.

Headquarters
Intercom

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Time To Start the Ball Rolling FAA Bowlers Hit the Lanes September 5

The FAA Bowling League at Headquarters begins its new season on *Thursday, September 5*.

The group bowls at the Fairlanes Seminary off of Seminary Road in Alexandria. Contact Jerry Ard, x78381, for more information.

The league held its 20th annual Atlantic City tournament on Friday and Saturday, July 12 and 13, in Pleasantville, NJ. The event was capped off by a buffet banquet at the Sheridan Hotel.

FAA bowlers in the event came from far and wide -- Washington Headquarters, Washington Air Route Traffic Control Center, FAA Technical Center and Eastern Region Headquarters.

The group applauds the many contributions of Fred Bauer, a retiree from FAA's Office of Management Systems, who announced his "retirement" as tournament director after 19 years in that job.



Former FAAer Fred Bauer retired as bowling tournament director after 19 years.

Career Workshops Set

Learn To 'Take Charge of Your Career'

Employees interested in career growth, here's an opportunity for you.

A one-day workshop, "Take Charge of Your Career," is being sponsored by the Human Resource Management Division, AHR-100. It is designed for clerical/staff employees wanting to enhance their career development and personal growth skills. A choice of dates is available:

Thursday, September 19

Tuesday, September 24

Wednesday, September 25

Submit nominations -- a manager's approval is necessary -- on FAA form 3000-13 to Diane Ables, Employee Relations and Career Development Branch, AHR-140. Ables can be contacted on x73880 for answers to questions.

These skills are the focus of the workshop.

➔ **Time plus.** The "plus" stands for plan, learn, use and succeed, and the self-management course goes beyond managing time and into shaping your future. It gives tips on how to control your personal and professional life through effective planning.

Explained are how compatible goals and values can increase personal productivity and effectiveness.

➔ **Mentoring.** The session develops a structure for a successful mentoring program and identifies the benefits of mentoring -- personal, professional and organizational.

The roles of mentor and mentee are defined.

➔ **SF 171s.** Topics are enhancements in preparing an effective application package and how to address KSAs. Ideas on interviewing effectively are discussed.

People

Coworkers help. Coworkers of Cheryl Keller, Airway Facilities, AAF-13, who suffered a stroke, are accepting monetary and leave donations.

As *Intercom* went to press, she was listed in critical, but stable condition.

FAAers wishing to help, should contact Valerie Murray, x73675, for leave-sharing forms and Brenda Willingham, x78126, or Carolyn Boosey, x77519, room 719, for donations.

Cards may be sent to the Medical College of Virginia, 11th floor, room 224, 1300 East Marshall Street, Richmond, VA 23298.

Shooting tragedy. Coworkers of Gwendolyn Anthony, Systems Maintenance Service, ASM-270, are asking FAAers for donations to help her during a personal tragedy.

On August 7, her son and brother were innocent bystanders in a shooting in Washington.

Her son was shot 19 times, and her brother lost an eye and sustained bullet wounds to the head. As this issue of *Intercom* went to press, her son was listed in stable condition, and her brother's condition was critical.

An account has been set up with the Transportation Federal Credit Union to accept donations to provide financial assistance. Contact Bonnie Murray, ASM-240, x78353.

Thanks for helping. Irene Nowotny, an Airway Facilities employee in ASM-120, sincerely thanks everyone who contributed leave to her through the FAA's Leave Sharing Program.

She calls the program a "blessing" and says it helped to relieve some of the burden caused by a medical crisis that has already prevented her from working for a considerable amount of time.

Irene is recuperating from two major operations, one for a spinal tumor.

Currently able to be on the job only part time, she is on leave without pay status for the rest of her normal working hours for the next several months.

To donate leave contact Carolyn Watkins, ASM-120, x78427; or Janice Albritton, AHR-150, x77966.

Want To Be a Manager?

Headquarters-Wide Search for Applicants

Want some management experience on a collateral-duty basis?

The Headquarters Office of Civil Rights is looking for two special people to serve as managers - one as the manager, FAA Headquarters Federal Women's Program (Announcement number ACR-FWP-1); the other to be manager, FAA Headquarters Hispanic Employment Program (Announcement number ACR-HEP-1).

The positions require one full day per week.

Here are the knowledge, skills and abilities for ranking qualified applicants.

- Skill in program management.
- Knowledge of the principles, practices, laws, regulations and

methods of the federal Equal Employment Opportunity Program and personnel policies and practices.

→ Knowledge of the particular employment problems faced by women and minorities, veterans, handicapped individuals, workers over age 40 and other relevant classes of persons.

→ Ability to communicate orally and in writing.

→ Ability to analyze.

To apply, return a current SF 171 and supplemental qualifications sheets to the Human Resource Management Division's Operations Branch, AHR-150, room 516, by *Tuesday, October 1.*

The "area of consideration" is Headquarters-wide.

Building Bulletin Board

Parking permits. DOT's Parking Management Office is recertifying all parking permits.

FAAers who hold permits - including carpool, vanpool, shift worker, temporary or job requirement permits - must resubmit an application, DOT form 1700.9, by *Friday, September 13.*

Shift workers must submit an application and a memo from their supervisor stating shift hours the employee will be working to the Facility Management Branch, ALG-520, room 115, no later than *Friday, September 6.*

Job requirement (non-SES) and temporary parking permit holders must also submit an application and a justification memo from their supervisors stating the nature of the job, the work hours required and why carpooling is not possible.

All these applications should be submitted to the Facility Management Branch no later than *Friday, September 6.*

All carpool and vanpool applications go directly to DOT's Parking Management Office, room 2217, Nassif Building.

Holders of Colonial parking permits (Aerospace Building) must submit an application and a memo whether it's for job requirement or shift worker, to ALG-520 no later than *Friday, September 6.* Questions? Call x78299.

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. Call the PRIDE line, x77433.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

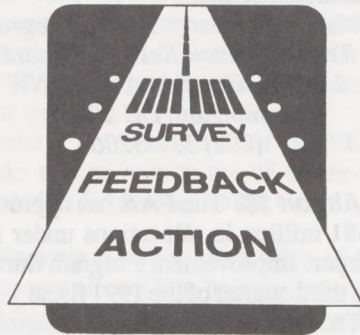
Solving Work Problems

Job Survey Goes to All FAAers, Due Back Soon

The employee job survey is out and all FAAers are urged to complete it and send it in.

The deadline to return the questionnaire is *Friday, September 20*.

The people in Human Resource Development emphasize that filling out the Survey Feedback Action (SFA) questionnaire gives employees a way



to get their ideas and views to their immediate supervisors and managers anonymously.

The survey aims to define problems so they can be taken care of by workgroups or raised to a higher level in the organization.

It should be used as a catalyst for prioritizing problems at FAA and working together to resolve them.

More effective operations and better working relations are its goals.

How does the survey work?

→ FAA does not see the completed survey forms. The contractor destroys them once the data are scanned, analyzed and verified.

The comment sheets will be returned to the originating organization for use

turn to Survey on page 2



Miles and Miles of Computer Tape

Paying more than 55,000 FAAers and thousands of other DOT workers every two weeks takes a lot of calculations. Some of the folks who make sure employees get paid right and on time are Data Services Division systems analysts Jane Hays and Don Forrester and system accountant Joel Thomas, all in Oklahoma City's Aeronautical Center. They feel right at home in this huge computer tape library. Find out more about the people behind FAA's payroll magic in the July/August issue of FAA World.

Photo by Mike Harvey

A Diverse Group from Far and Wide College Students Aim for Aviation Know-How

Have you noticed a group of bright-eyed, well-groomed and articulate young people in the halls of FAA Headquarters recently?

Maybe you have seen them on an elevator talking about their job assignments in a confident, purposeful and directed way.

These are FAA's Cooperative Education (co-op) students -- a diverse group from across the country. They recently ate lunch with Administrator James Busey and talked about a variety of subjects. Busey invited them to visit the Technical Center in Atlantic City.

They represent schools from as far away as New Mexico, Texas, Georgia and Arkansas.

turn to Students Learn the Ropes on page 3

Highlights

Sanctions End. The DOT has ended all aviation sanctions against South Africa.

The DOT's decision followed an announcement by President Bush that South Africa has met conditions set out in anti-apartheid legislation adopted in 1986.

Because of that legislation, the DOT revoked the authority of South African Airways to serve the United States and prohibited U.S. carriers from serving South Africa.

Higher Security Specs. The FAA has adopted more stringent hiring, training and performance standards for airline and airport security personnel.

It also requires every airport to designate an "airport security coordinator" to monitor all security and to serve as a focal point with the FAA on all security issues.

"These more stringent requirements will ensure a high level of professionalism on the part of the thousands of people in security-related jobs at the nation's airports," said FAA Administrator James Busey.

Here are specifics:

→ The new rule covers workers who screen passengers and their carry-on luggage for weapons and explosives — the largest group of full-time aviation security employees — and addresses education, work experience, skill training and testing.

→ The rule requires a high school degree, a general equivalency diploma or a combination of education and experience that equips applicants to do effective jobs.

→ Other entry-level requirements include the ability to speak, read and write English; visual and hearing acuity; good color perception; and physical dexterity.

→ After initial training, successful completion of recurrent and specialized training is required for continued employment.

→ A previously qualified employee who fails a performance test as a screener cannot perform this function

again until successfully completing remedial training.

→ Airline security officials are required to make an annual evaluation of each screener's abilities, skills and performance.

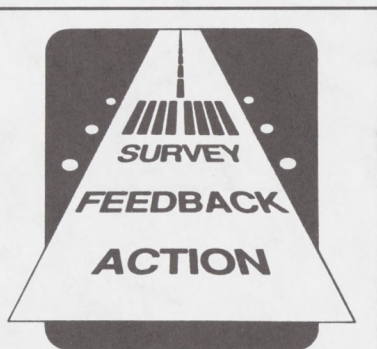
→ Airlines must limit the length of time a screener can be allowed to work at an x-ray screening station to make sure that fatigue does not diminish the screener's alertness.

The standards apply to airline em-

ployees and employees of companies contracted to do screening for airlines.

→ The FAA is requiring each airport to establish a security training program for employees who need airport-issued identification cards that authorize access to security areas.

New employees must successfully complete the training program before they are given airport ID cards. Existing employees will have to complete the training under a phased-in schedule in the next two years.



Survey from page 1

in feedback and action planning activities.

→ Reports on the results of the survey are scheduled to be distributed November 11.

→ Organizations then use the information to develop action plans for improvement.

The originators of the survey, those in Human Resource Development, say that its design paves the way for effective workgroup meetings.

Almost any problem in the work environment can be fixed, they believe, and the SFA is a tool for cultural change.

Change can happen, especially when employees get involved in the process.

Need a Survey?

Headquarters employees who have *not* received a survey should contact Phyllis Burbank, AHR-140, x73878.

Regional employees should contact their regional SFA representative.

\$5,000 for Research. Awards of \$5,000 for public sector aviation research papers will be granted to up to five graduate students under a program, sponsored by the FAA and administered by the Transportation Research Board, a unit of the National Research Council.

Completed applications must be received by November 1 at the board's Washington, DC, headquarters.

For information, brochures and applications, contact:

*Graduate Research Award Program
Transportation Research Board
2101 Constitution Avenue, NW
Washington, DC 20418
(202) 334-3206*

Airport \$\$. The FAA has approved \$481 million in allocations under the Airport Improvement Program during the third quarter of the 1991 fiscal year.

The money went for 356 planning and development projects in 47 states and the Virgin Islands.

Here's the breakdown:

→ \$346.8 million went for 159 projects at primary airports, including multiyear projects.

The largest single approval was a letter of intent for \$21 million for capacity improvements at Nashville International Airport in Tennessee.

Another \$5.7 million letter of intent was awarded to Ohio's Toledo Express Airport.

A letter of intent indicates the government's intent to provide future funds for major capacity projects which require a significant investment.

→ \$83.2 million was allocated for 129 projects at general aviation air-

ports around the country.

→ \$37.3 million was approved for 39 projects at reliever airports which help to keep traffic away from busier primary airports.

→ \$11.5 million was allocated for 16 projects at smaller commercial service airports – airports that generate at least 2,500 passenger departures a year.

→ \$2.5 million was approved for 13 airport system plan studies.

Of the total amount, \$45.5 million was for 47 projects that will not receive grants until the 1992 fiscal year.

This advance commitment allows the airport sponsor to begin engineering design and other actions in anticipation of grant funds.

It's in the Bag. The nation's largest airlines posted their best baggage handling record in June and second-best on-time performance since they began reporting this information to the DOT four years ago.

The "Air Travel Consumer Report" for June shows that reports of mishandled baggage averaged 5.04 complaints per 1,000 passengers for the 12 largest carriers. The previous best was 5.15 in April 1991.

June's on-time mark of 85.3% ranks second only to the 85.6% recorded in September 1988.

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.



Co-op students, left to right: Mario Gonzales, AMS-300; Sandra Montes, AMS-500; and David Sitko, AMS-300.

Students Learn the Ropes *continued from page 1*

The students are assigned to various FAA organizations doing everything from computer software development and quality assurance inspection to rulemaking on aircraft certification and assisting with international airworthiness agreements.

Co-ops are not new to the federal workplace. The practice was first introduced in 1977 as part of the government's effort to attract students while still in college.

The program recently gained wide popularity because the Office of Personnel Management has allowed agencies to hire co-ops under an exemption that does not count against allotted position ceilings.

This allows managers to begin staffing for the future with individuals now without penalty of using an assigned slot. These co-ops are trained in



Getting on-the-job training at FAA Headquarters are co-op students, standing left to right: Donnell Jackson, AIR-510; Felisha Washington, AIR-100; FAA Headquarters recruiters Sonia Melendez and Fred Williams, both from AHR-150; Curtis Porter, ALG-400; and Michael Hackett, AIR-200. Seated, left to right: Jeanne Trapani, APR-110; Robyn Cicero, AIR-4; and Kathleen Simays, AIR-520.

school and on the job, so when they graduate they are better prepared to assume job responsibilities not normally expected of a recent college grad.

The payoff for the co-ops is that they get qualifying experience, full benefits and a future with unlimited potential.

Fred Williams and Sonia Melendez, Headquarters recruiters, give high marks to the program because it helps the FAA recruit a diverse work force.

"We are able to target our recruitment efforts to get the best and brightest and assemble a work force which represents this nation's rainbow of workers," Williams said.

Melendez said if managers have money to pay salaries, they should consider hiring a co-op.

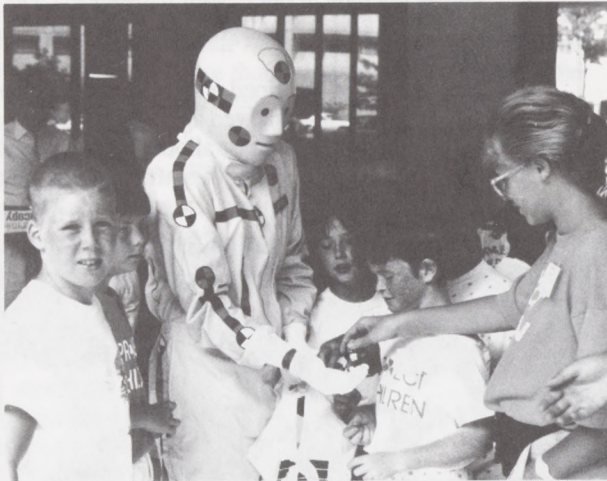
Housing is available, and FAA's current co-ops will be glad to share their experiences about the agency and what it's like to live in the nation's capital with other students interested in coming to Washington to work.

For more information, call Williams or Melendez, AHR-150, x77963 or x73417.

Smiling Irish Eyes

Exchange Students Get a Glimpse of the FAA and DOT

Irish students get a safety tip from "Larry," the crash dummy. Larry and another crash dummy, "Vincent," are mascots of the National Highway Traffic Safety Administration.



Some 400 Irish exchange students and their American hosts got a glimpse of the FAA and other DOT modes at a event several weeks ago in the Nassif Building Plaza.

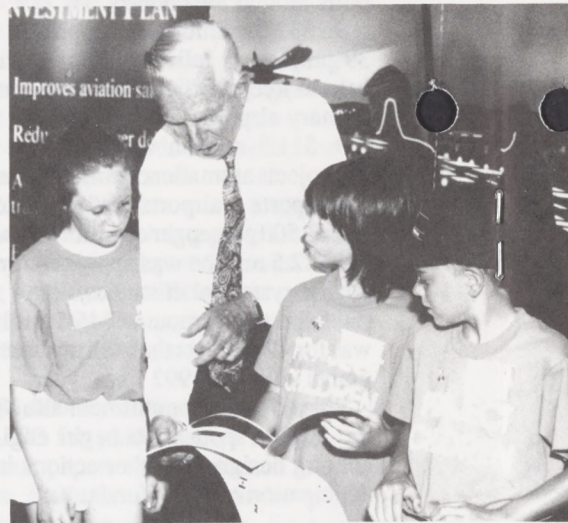
The students, who are between the ages of eight and 12, spent six weeks this summer in the United States living with American families.

Called Project Children, the students come from neighborhoods that have experienced the brunt of religious conflict. The exchange gives youngsters a vacation and a chance to see life in the United States.

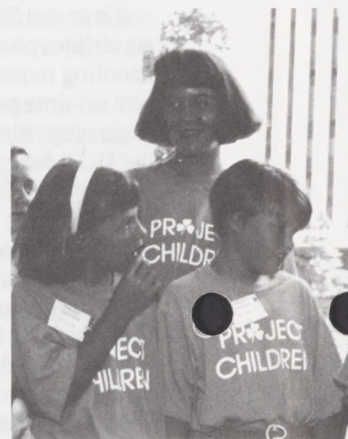
Here are some shots of the students.



Miss America, Marjorie Vincent, talked with the kids of Project Children at a Nassif Building Plaza exhibit of DOT transportation modes. Earlier, she visited the DOT Day Care Center at FAA Headquarters.



DOT Secretary Sam Skinner meets youngsters from Ireland.





FAA's George Mathieu explains to several Irish exchange students how the nation's air transportation is changing. The FAA's exhibit highlighted the agency's multi-billion-dollar modernization of the air traffic system.



The train of the future gets the once-over from visiting Irish exchange students.



Airway Science Program Update

FAA Searches for Future Aviation Professionals

In the next few years, the FAA will need thousands of new flight inspectors, computer specialists and people who can think up things that don't now exist.

Ditto for the aviation industry. It's looking for well-trained people who can work with advanced aeronautical systems.

That's why more than 130 FAA executives, industry officials and university leaders recently shared their views at the Airway Science National Symposium in Washington, DC.

The agency started the Airway Science Program (AWS) under the Higher Education and Technology Staff, AHT-30, in 1982 to establish an educational path to train those seeking careers in aviation.

Today there are 45 FAA-recognized AWS institutions in 30 states. The five AWS curricula concentrations in order of popularity are airway science management, aircraft systems management, airway computer science, aviation maintenance management and airway electronic systems.

The symposium's keynote speaker Herb McLure, FAA's Associate Administrator for Human Resource Management, said the aviation community has never really taken full advantage of the nation's educational system to train aviation professionals.

Now through AWS, the agency is trying to tap into the expertise of the country's huge, nationwide, already established educational infrastructure to train new aviation professionals for agency employment.

From 1958 to 1965, the FAA hired the vast bulk of its 50,000-plus employees. In just a few years, replacements for 40% to 50% of its employees will be needed due only to retirement, not counting attrition.

Current costs for the agency to train one air traffic control specialist are more than \$100,000.

A unique feature of the symposium was the panel of industry experts who gave feedback about the AWS performance from their companies' viewpoint.

Panel members were moderator Walt Coleman, vice president of operations, Air Transport Association - an organization that represents 19 large U.S. carriers; Thomas Connolly, chair, aeronautical science program, Embry-Riddle Aeronautical University; John Bauserman, instructor training manager, United Airlines' Flight Training Center; Roland Desjardins, manager, flight contract training, American Airlines; Lance McDonald, vice president, flight operations, American Eagle; and John Kern, former FAAer and vice president, flight procedures, training and standards, Northwest Airlines.

Here's some of what panel members said.

→ AWS member colleges are "performing miracles" in preparing young people to discuss all kinds of academic subjects while at the same time getting them ready to fly a 747.

→ Aviation is becoming more technical. It needs young people to come onboard who are capable of operating in an advanced system.

turn to AWS on page 6

**In just a few years,
replacements for 40%
to 50% of FAA's
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due to retirement -
not counting attrition.**

AWS *continued from page 5*

There is no learning curve or farm team at airlines. A suggestion was that the FAA set up a new rating below the current commercial rating for AWS grads who are pilots.

→ During training more emphasis needs to be placed on simulation.

→ Airline companies are not "benevolent institutions," and they are looking to hire people who demonstrate the focus and discipline of military pilots.

→ Aviation professionals work in a rigid, highly regulated environment. AWS students need to learn more about things like Jeppesen charts, high altitude meteorology and physiology, crew resource management, first officer's duties and operating certificates.

→ AWS institutions need to check into the companies with whom they form intern programs. They should find out the purpose of the program, make sure the company has lots of time for the interns, determine that the company follows practices it teaches and see that it really likes college students.

→ There's "fertile ground" at airlines for those trained in mechanics, crew resource management, safety analysis, meteorology and information and management systems.

The symposium's theme was "Achieving Excellence in AWS through Partnership Linkages," and other symposium panels discussed grants and scholarships, the future of aviation education and research opportunities in AWS. Related workshops were also available.

Until last year AWS was a demonstration project that was locked into rigorous parameters.

Now a regular FAA program, "it is time to broaden our sights, learn from our past experiences and consider how AWS can more effectively address the human resource challenges of tomorrow for not only the Federal Aviation Administration, but the aviation industry as well," says Mike Kruger, AHT-30's manager.

More about the AWS symposium will appear in an upcoming FAA World.



Modernizing Airway Facilities: A Piece of Cake

The T. F. Green State Airport in Warwick, RI, is brand spanking new. On June 19, the FAA dedicated a new TRACON, air traffic control tower and the latest airport surveillance radar (ASR-9) at the airport. Cutting a cake baked to look like FAA's new facilities are former Providence assistant air traffic and TRACON manager Eileen Seaman and Providence Airway Facilities Sector Field Office manager Ron Davis. Seaman was recently appointed the first woman assistant air traffic manager at Logan International in Boston.

Photo by Mike Ciccarelli

Youth Compete in Soaring *Franke, Nelson Represent U.S. in Sweden*

The sport isn't cheap—figure on \$70,000 for a sailplane—but in June the United States was represented in the third European Junior Gliding Championships by two college students.

Sean Franke from Redford, MI, is a physiology major at Michigan State University, and Erik Nelson, whose hometown is Myrtle Beach, SC, is a history major at Harvard University.

Franke was the first from a "Big Ten" school to compete in the international competition, a sailplane or glider race that was held in Sweden this year.

Soaring is the leading aviation sport, reports the Collegiate Soaring Association, Inc., in Scottsville, NY.

"From engineering challenge of the 1920s to youth aviation recruitment in the 1960s, soaring is now a lifetime recreation" of hundreds of thousands, the association says.



Sean Franke was one of two students who represented the United States in the biennial European Junior Gliding Championships in Sweden. The price tag for his sailplane is about \$70,000. These high-performance planes have a wing span of about 50 feet and reach speeds of up to 168 miles an hour. Their lift-to-drag ratio is 41-to-1, meaning they can soar 41 miles for every vertical mile.

Flightplan

Sky lecture. On Saturday, September 7, at 9:30 a.m., Geoff Chester of the National Air and Space Museum's planetarium staff will talk in the museum's Albert Einstein Planetarium about "Looking into the Eclipse" – an exploration of why a solar eclipse, such as the one that took place in July, is so fascinating.

He also will explain what scientists have learned – and hope to learn – from the study of this phenomenon.

AF honors. The Airway Facilities organization's annual honorary awards ceremony, "Excellence the Key to Quality," is scheduled for Wednesday, September 11, from 9 to 11:30 a.m. at the Ramada Renaissance Techworld grand ballroom, 999 9th Street NW, across from the Convention Center.

Twenty-five employees will be honored at the ceremony.

With the exception of the Team Achievement Award, the awards recognize individual accomplishment. They are based on peer nomination.

AF's Associate Administrator Arnold Aquilano will also award 85 outstanding employees nationwide in local ceremonies for their personal and professional commitment to excellence.

Amateur sleuths. The DOT Employee Recreation Association is offering tickets to the play, "Shear Madness" on Sunday, October 20, for the 3:30 p.m. matinee.

The play, at the Kennedy Center's Theater Lab Cabaret, encourages the audience to become armchair detectives and solve a crime. Tickets, at \$15, are available from the DOT/ERA store in the Nassif Building, room 2100.

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Seminar on Human Factors

Learn about Research and Technology Projects
in the Works at FAA

A "Human Factors Engineering Research Seminar" is slated for Monday, September 23, in the FAA Technical Center auditorium at 12:30 p.m. All FAA employees are invited to attend. Call Glenn Manoff for information at (609) 482-9550.

Sponsored by the Concepts Analysis Division, ACD-300, of the Engineering, Research, and Development Service, seminar topics include:

- FAA's National Human Factors Plan
- Real time air traffic control simulations
- A new display for auxiliary information for the tower cab
- Cockpit air traffic control data link interface
- Controller air traffic display scanning
- Human factors in air traffic control system maintenance
- The center's human factors laboratory now under construction

Presenters will be Clay Foushee, FAA Chief Scientific and Technical Advisor for Human Factors, and FAA scientists involved in the projects.

The seminar is the fourth in the agency's ongoing Advanced Technology Seminar Series, sponsored by the Office of Research and Technology Applications and part of the Technology Transfer Program.

Series goals are to educate FAA personnel about advanced research and technology projects underway in the agency and to foster cooperation and understanding among the FAA, industry and academia.

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→ Ability to communicate orally and in writing.

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Learn To 'Take Charge of Your Career'

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Tuesday, September 24

Wednesday, September 25

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Ables can be contacted on x73880 for answers to questions.

These skills are the focus of the workshop.

→ **Time plus.** The "plus" stands for plan, learn, use and succeed, and the self-management course goes beyond managing time and into shaping your future. It gives tips on how to control your personal and professional life through effective planning.

Explained are how compatible goals and values can increase personal productivity and effectiveness.

→ **Mentoring.** The session develops a structure for a successful mentoring program and identifies the benefits of mentoring -- personal, professional and organizational.

The roles of mentor and mentee are defined.

→ **SF 171s.** Topics are enhancements in preparing an effective application package and how to address KSAs.

Ideas on interviewing effectively are discussed.

Extra copies. If you need an extra copy of a past issue of *Intercom*, it's available from the display rack in Public Affairs, room 908.

Building Bulletin Board

Here is some information from the Headquarters Building Management Division, ALG-500:

Perfect patio. To keep the newly paved patio clean -- including the area by the C Street entrance -- receptacles are set up for disposing of cigarettes, cigars and pipe tobacco. New smoking urns are on order to replace those currently in use.

More than enough? Help to keep the hallways clean, safe and free from clutter, including excess furniture.

Excess furniture should be submitted to the division's Facility Management Branch, ALG-520, via a "Property Transaction Document," WA form 4650-2.

Call the building management people on x78849 to pick up the furniture.

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.

Mary Jo Blount, AIR-110
x79561

Henry L. Butler, ATH-330
x79140

Brian Calandine, AFS-250
x79531

Warren Davis, ATP-210
x79224

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

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, AAA-100
x77629

Delores Powers, AAM-120
x61114

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

For information on how to apply to become an EEO counselor or investigator, contact Tina Stephens, x73253.



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

Highlights

Hispanic Heritage. National Hispanic Heritage Month kicks off on September 15.

Check out the events on page 6.

Money Back? FAAers who have made permanent change-of-station moves may be due money because of new regulations.

Turn to page 4 to find out more.

Coming Soon. Watch for the results of two important employee surveys in upcoming issues of *Intercom*:

→ The Job Satisfaction Survey that was randomly distributed to FAAers at the end of last year.

→ The Alternative Work Week questionnaire that went to Headquarters employees last spring.

Stolen Planes. Lock up your turbo-props. According to a recent *Washington Post* report, gangs of airplane thieves are stealing small to medium-size turboprop aircraft from airports for use in the Colombian drug trade.

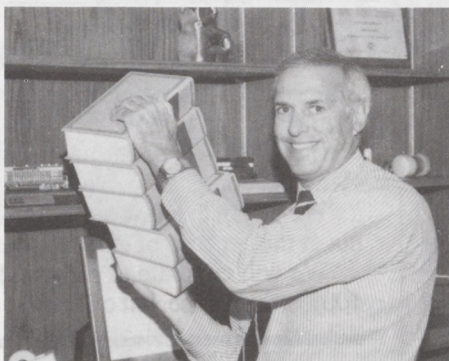
The article quotes Airplane Crime Prevention Institute's estimates that over 70% of the 1,400 airplanes stolen in the country during the last 10 years end up in the service of drug dealers.

The number of plane thefts is down slightly in recent years, but thefts of "relatively large" turboprops are up.

Planes similar to small commuter planes that seat up to 12 passengers are especially desirable for the drug trade. Large loads of cocaine can be transported from small airstrips with them.

The planes are then operated between Colombia and clandestine locations nearer U.S. borders, the *Post* reported.

turn to Highlights on page 2



NTSB Chairman Jim Kolstad packs up his office before moving vans arrive. Photo by Bob Laughlin

Moving Day NTSB Packs up, Finds New Home at L'Enfant Plaza

The National Transportation Safety Board opened its doors at new digs on Tuesday, September 3, after moving the bulk of its operation from the FAA Headquarters Building.

The board's new home and mailing address is 490 L'Enfant Plaza East, Washington, DC 20594, the same building that houses the Lowes L'Enfant Plaza Hotel. The NTSB's new headquarters occupies two floors. Visitors are asked to report to the reception desk on the 6th floor.

The new telephone number for general information is (202) 382-6600, and the new number for the NTSB's Office of Public Affairs is (202) 382-0660.

While additional renovations are in the works at the new L'Enfant Plaza location, the NTSB will continue to use the board meeting room on the 8th floor of FAA Headquarters for several weeks.

The NTSB's laboratory, also located on FAA's 8th floor, will move at a later date to L'Enfant Plaza.

'Firm but Fair'

Remedial Pilot Training Program Gets High Marks

A little more than a year after the FAA launched a new remedial training program for noncommercial pilots, the initiative is getting high marks from the general aviation community.

One pilot said the program "helps ease the fear/hate relationship between pilots and the FAA."

Another wrote that remedial training "definitely made a positive outcome for both of us...I guess I'm living proof there is a 'kinder, gentler, FAA' and I make it a point to tell people this."

In the spring of 1990, the FAA kicked off a new compliance and enforcement philosophy to answer criticism by the

nation's private pilots.

Back then, FAA Administrator James Busey said, "Just about every major general aviation user group and countless individuals jumped on me about FAA enforcement.

"They said they were being treated unfairly. They told me they weren't getting the services they needed, and they said they mistrusted the FAA."

The FAA's first action was to rescind a rule requiring the automatic 60-day license suspension of pilots who violate controlled airspace around major airports.

turn to Remedial on page 2

Highlights *from page 1*

Final Flight. United Airlines pilot Al Haynes flew into the history books on August 26.

Onboard were some of the 174 survivors of Flight 232, a disabled DC-10 that Haynes skillfully flew for 70 miles before it crash landed at the Sioux City, IA, airport two years ago.

Some Sioux City rescue workers also bought tickets to be with Haynes on Flight 455 from Denver to Seattle—his last flight as captain before he retired on August 31.

Name in Print. People attending FAA's Leadership Development Program Phase 1, at FAA's Center for Management Development can get their names in print.

For those who fill out the news release questionnaire included in their packet of information, FAA is providing two, four-paragraph releases with a Palm Coast dateline under the heading "Management Training Completed."

The idea is to emphasize publicly the advancement of FAA people.

Releases include the full names, duty title and location of the new supervisor. Also included is a brief description of the course, CMD, and the FAA management school's accreditation by the Southern Association of Colleges and Universities.

News releases are prepared and sent to local newspapers by the FAA's Aeronautical Center in Oklahoma City, CMD's parent organization.

Look for the articles in print about three to six weeks after graduation.

Skipping a Week. *Intercom* will not be published next week. Look for the next issue on September 24.

Golf Tournament. The 7th Annual FAA National Golf Championship at the Golf Club of Miami is slated for Thursday-Saturday, October 24-26.

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

The winner of the championship flight will be declared the national

champion and receive the traditional "green blazer."

In addition, a national team championship will be played during the three-day event.

For registration forms and more information, contact: Jerry Smith, Paul Worley or Jim Reilly at the Miami ARTCC, (305) 592-9770, or FAA National Golf Championship, c/o Jerry

Smith, 5104 SW 94th Avenue, Cooper City, FL 33328.

Drug Test Update. The August 13 *Intercom* published the results of private sector aviation industry drug testing for the first full year the DOT has mandated testing.

The employee and job applicant tests
continued on on page 4

Remedial Pilot Training *continued from page 1*

Since then, inspectors have been able recommend lesser penalties and remedial training.

After a top-to-bottom review of the way the FAA dealt with enforcement and compliance, Busey promised flexibility.

"We've got to allow our inspectors to use discretion and judgment, but not at the expense of enforcement," he said in a March 5, 1990, speech.

"We will continue to enforce the rules and regulations and to expect 100% compliance, but our public responsibility to enforce the rules does

The program 'helps ease the fear/hate relationship between pilots and the FAA.'

Remedial training 'definitely made a positive outcome for both of us...I guess I'm living proof there is a kinder, gentler, FAA and I make it a point to tell people this.'

Remarks from two general aviation pilots who took remedial training

not prevent us from being reasonable. We need to be firm but fair."

The new program has earned high marks, say FAAers in the Flight Standards Service, because it emphasizes continuing education instead of punitive enforcement action.

It allows FAA inspectors to assess the circumstances surrounding violations of Federal Aviation Regulations in determining an appropriate action.

Working with both investigating safety inspectors and accident prevention program managers from Flight Standards District Offices, hundreds of offending pilots have "gone back to school" to learn how to avoid making the same mistakes again.

The goal is to return better pilots to the airspace.

Since the program began more than 400 people have participated in it.

To find out the pilots' reactions, Flight Standards quizzed about 300 of them.

Some 166 returned questionnaires saying the program was effective. Only 1% said they didn't think it would help them in assuring their future compliance.

Find out more about the success of the remedial training program for pilots in the current issue of FAA World.

Explosives

Symposium on Detection Slated for November

FAA's Aviation Security Research and Development Service will host the first international symposium on "Explosives Detection Technology" on *Wednesday-Friday, November 13-15*, at the Sands Hotel in Atlantic City, NJ.

Those interested in attending and/or submitting papers should contact Glenn Manoff at (609) 482-9550 or Siraj Khan at (609) 484-6825 for information.

International experts in aviation security, physics, electrical and electronics engineering and systems integration will discuss an array of technologies to improve explosives detection equipment and aid the human screener.

Topics are:

- Vapor detection (spectroscopic and mass spectrometric)
- Bulk detection using x-ray and nuclear techniques
- High current compact accelerators
- Techniques for imaging explosives and weapons - NMR, NQR, MM-wave
- Signal processing and decision support
- Systems integration
- Tagging explosives

The symposium aims to focus on the development and future deployment of promising technologies for luggage and personnel screening; share technologies; facilitate technology transfer; and promote unified and efficient international security for aviation.

Running More Effective Meetings: Facilitators Can Help

A checklist for an effective meeting should read like this.

- Clearly defined objectives
- Focused agenda
- Strategies to accomplish meeting objectives
- Established timeframe
- Appropriate people in attendance
- Good group interaction
- Key agreements documented

The Headquarters Facilitator Program provides well trained facilitators to aid in planning and achieving pro-



Flash from the Past

Way back in January 1930, this Fokker F-32 loaded passengers during dedication ceremonies of the Alhambra airport in suburban Los Angeles.

Wanted: FAAers with 'People' Skills Headquarters Program Looking for Facilitators

Are you enthusiastic? Do you have good communication and people skills?

If so, the Headquarters Facilitator Program is looking to add a few more people. Informational briefings will be held in Headquarters room 5C on:

Friday, September 20, at 2 p.m.

Tuesday, September 24, at 10 a.m.

Friday, September 27, at 10 a.m.

Applications to the program are due Friday, October 4.

The screening and assessment process takes place October 7 to 25, with

training held November 18-22 for those selected. Final selection will be done December 6.

For additional information on applying to the Headquarters Facilitator Program or to request a facilitator to assist with your next meeting, contact Joan Guarino, x73884, or Mary Cotton, x73997, Human Resource Management Division, AHR-100, room 516.

See story below for tips on running more effective meetings.

ductive meetings when an organization development specialist is unnecessary or unavailable.

To request a facilitator to assist with your next meeting or for information on becoming a facilitator, contact Joan Guarino, x73884, or Mary Cotton, x73997, Human Resource Management Division, AHR-100, room 516.

During the first three quarters of fiscal year 1991, the program's facilitators have provided 750 hours of facilitation assistance to management teams,

workgroups and special task groups in Total Quality Management quality action teams throughout FAA Headquarters and the Department of Transportation.

Facilitators will be available to assist managers and supervisors with their Survey Feedback Action planning meetings.

Extra Copies. Extra copies of past issues of *Intercom* are available from the display rack in room 908.

Make Your Claim

RITA Adjustment Payments To Be Made Retroactively on Permanent Change-of-Station Moves

Approximately 2,500 FAAers a year make permanent change-of-station (PCS) moves, and some of those transferees may be due money because of new regulations, says the agency's Office of Accounting.

To get their retroactive payment, however, those eligible must submit a claim for adjustment to the accounting office that handled their original PCS and Relocation Income Tax Allowance (RITA) claims.

The new procedures for calculating a RITA adjustment are based on the General Services Administration's final rule issued in the March 6 *Federal Register*.

The rule set up procedures to be used when a state does not allow, for state income tax purposes, the deduction of all or part of the PCS moving expenses deductible for federal income tax purposes.

The final rule effective date is January 1, 1987.

According to the Internal Revenue Service, the states that do not allow all or part of the PCS moving expense deduction are Arkansas, Idaho, Illinois, Indiana, Ohio, Massachusetts, Michigan, New Jersey, Pennsylvania and maybe even others.

Here's some information on RITA claims and retroactive adjustments.

Eligibility. A transferee is eligible for RITA adjustments when the move was in the government's interest to one of the states disallowing all or some moving expenses for state income tax purposes.

RITA payments are not based on moves from a state.

The new RITA adjustment is retroactive, but the original RITA claim must have been paid on or after the January 1, 1987, date.

Adjustment claim. Starting with RITA claims paid during 1991, the adjustment does not require separate filing.

Transferees must file a claim for the adjustment when the RITA claim was

paid before 1991. They should use an SF 1012, "Travel Voucher Memorandum," with supporting documentation, completing blocks 1, 2, 5, 7, 13 and leaving the "amount claimed" area blank.

On the reverse side of the form,

Highlights *from page 2*

reported did *not* include government or Federal Aviation Administration workers.

The results were from private industry only.

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.

Burn Calories. 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 use.



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. Call the PRIDE line, x77433.

Have an Item? Intercom gladly runs announcements of events 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.

insert and sign the following statement:

"I am submitting this claim during 19__ for a RITA adjustment.

"Reimbursements for this move were paid in 19__ and 19__ ; original RITA for this move was paid in 19__ and 19__ .

"For each year I received reimbursements, I certify that the amounts itemized below were not deductible by me for state income tax purposes."

Then list applicable items and amounts.

Adjustment documentation. Supporting documents should be attached to the SF 1012.

→ The FAA form "Employee Moving Expense Information Payments Made during Calendar Year __," used in lieu of IRS Form 4782.

It gives the moving expense PCS income amount shown in the Form W-2, "Wage and Tax Statement, for each year during which reimbursements were made.

→ Copies of the microcomputer printout for each RITA payment previously made.

Submitting claims. Transferees can submit completed claims to their servicing accounting office, the one that paid their original PCS and RITA claims.

Taxable income. Like the RITA itself, the RITA adjustment is treated as income in calculating federal and state income taxes.

It is included on the W-2 form, "Wage and Tax Statement," for the year in which the adjustment is paid.

Processing RITA claims takes time, and payment for claims without necessary documentation takes longer.

Original claims. Transferees filing a claim for an original RITA should follow instructions in FAA Order 1500.35A, "Relocation Income Tax Allowance."

Questions on the RITA entitlement can be answered by your servicing accounting office.

Healthbeat

Cholesterol checks. FAA's Health Awareness Program is offering cholesterol screening this month for all FAAers.

Sign up in the clinic foyer, room 327.

Extra hours. To better meet the health needs of FAAers, the clinic has new, expanded hours.

Now the third-floor clinic is open from 7:30 a.m. to 5 p.m.

Flightplan

"Earthwinds." Veteran balloonist Larry Newman will speak on *Thursday, September 19*, at 7:30 p.m. in the National Air and Space Museum's Samuel P. Langley Theater on "Earthwinds," his proposed around-the-world balloon flight.

Scheduled for November 1991, this flight will feature a revolutionary balloon design and an international crew.

Ground school. The FAA Flying Club, Inc., will conduct private pilot ground school on *Tuesdays and Thursdays, September 24 through November 21*, from 6 to 9 p.m. in conference room 9A&B, FAA Headquarters.

For more information, contact Ed Williams - day: (703) 478-2170, evening: (703) 368-1629 - or Brian James - day: (703) 739-3870, evening: (301) 292-2825.

Amateur sleuths. The DOT Employee Recreation Association is offering tickets to the play, "Shear Madness" on *Sunday, October 20*, for the 3:30 p.m. matinee.

"Shear Madness," playing at the Kennedy Center's Theater Lab Cabaret, encourages audience members to become armchair detectives and solve a crime.

Tickets cost \$15 and are available from the DOT/ERA store in the Nassif Building, room 2100.

Asian Pacific meeting. The next meeting of the Coalition of FAA Asian Pacific Americans is *Wednesday, September 25*, in FAA Headquarters room 1000E at 12 noon.

Hispanic meeting. At Headquarters, monthly meetings of the National

OATS Update

Users group. An OATS (Office Automation Technology and Services) users group is being set up by the Office of Management Systems.

The group aims to identify people who are using OATS hardware and software so they can share information on how OATS is being implemented in the FAA.

The first meeting is slated for *Wednesday and Thursday, October 9-10*.



Office Automation Technology and Services

FAAers who currently use OATS or are planning to use OATS products are invited.

Special interest groups will also be set up to address issues on specific applications such as Word for Windows, Excel, Arts & Letters, Superbase 4, Oracle and others.

For more information, contact David Sitko, AMS-320, x79903.

OATS in action. 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.

Need more information on the center? Call Gemma deGuzman, x66967.

Hispanic Coalition of Federal Aviation Employees are scheduled for the first *Tuesday* of each month in conference room 1030 at noontime on: *October 1, November 5 and December 3*.

Pat Myers, x77882, can be contacted for additional information.

Send it in. The employee job survey is out and all FAAers are urged to complete it and send it in.

The deadline to return the questionnaire is *Friday, September 20*.

Headquarters employees who have *not* received a survey should contact Phyllis Burbank, AHR-140, x73878.

New York reunion. A small group of retired controllers from the New York enroute center is organizing a reunion of present and former facility employees.

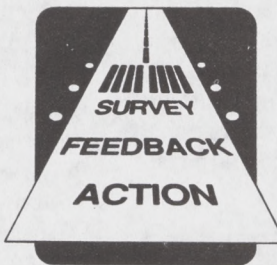
It's scheduled for Orlando, FL, during the Veterans Day holiday, the weekend of *November 8-10*.

To sign up, contact former New York ARTCC controller Lenny Moss, 3447 Carombola Circle, South, Coconut Creek, FL 33066, (305) 979-5767.

Corps reunion. A reunion of former Marine Corps air traffic control personnel is being planned for Reno, NV, *February 14-16*.

Air traffic controllers, technicians, maintenance personnel and anyone associated with a Marine Corps unit involved in air traffic control is welcome. Contact Joseph E. Medico, PO Box 295, Magalia, CA 95954, (916) 873-3477, for information and reservations or to have your name added to the reunion mailing list.

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



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'A Cultural Mosaic'

America's Hispanic Tradition Started with Columbus' Voyage

National Hispanic Heritage Month—this year from *Sunday, September 15 to Tuesday, October 15*—celebrates America's rich Hispanic heritage.

America's Spanish roots were established in 1492 with the landing of Christopher Columbus, commissioned by Spain's king and queen.

Columbus also "discovered" Cuba in 1492 and Puerto Rico in 1493. Many other expeditions followed, and the explorations covered an area from what is now the Carolinas to Florida and extending across to California.

On September 17, 1968, President Lyndon Johnson designated the week of September 15 as National Hispanic Heritage Week, and in January 1989 Congress extended the week of commemoration to a month.

The theme for 1991 is "500 Years of Hispanic Heritage, 1492-1992 - A Cultural Mosaic."

Hispanics are a diverse group. They are Cuban, Costa Rican, Puerto Rican, Mexican, Spanish or have origins in the countries of Central and South America, and the month's theme addresses their geographical and regional variations in culture, dialects and physical features.

What Is Work Force Diversity?

FAAers have been hearing and reading a lot about work force diversity.

Here's a definition from DOT's Office of Work Force Diversity:

Workforce 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.



Hispanic Astronaut Talks about Her Career

Dr. Ellen Ochoa, the first Hispanic female astronaut, flew into the record books when she became an astronaut candidate as well as a NASA mission specialist for space shuttle flightcrews. Ochoa will discuss her experience as an astronaut, training for space and the space program on Thursday, September 26, at 10 a.m. in the Samuel P. Langley Theater at the National Air and Space Museum. Originally from southern California, Ochoa completed her dissertation at Stanford in 1985 and has since worked in research, primarily on optical recognition systems for space automation. She is a private pilot and classical flutist.

Hispanic Month Events at FAA

Check in the lobby for the most up-to-date calendar of FAA and DOT events planned for Hispanic Heritage Month. Here is an outline of some of them.

→ **FAA's opening ceremony.** FAA's Hispanic Heritage Month's opening ceremony will be held in the GSA auditorium, 7th and D Streets SW, on *Tuesday, September 24*, from 10:30 to 11:30 a.m. Keynote speaker is Everett Alvarez, a Navy pilot who was a prisoner of war during the Vietnam conflict.

Other activities slated that day include career advancement seminars and diversity training. Storytelling times for children in the DOT Day Care Center— one for three-year-olds and one for four-to-six year olds— with a costume contest and pifiata party for the children are also planned.

Reflecting the "Cultural Mosaic" theme, a month's worth of activities are geared to showcase the diversity of Hispanics.

Mexico and Central America week - September 15-21

→ *Tuesday, September 17.* Central American artifacts are displayed and sold near the second-floor cafeteria.

→ *Thursday, September 19.* DOT's Hispanic Heritage Month opening ceremony kicks off at 11:30 a.m. in the Nassif Building Plaza with remarks by DOT Deputy Secretary Elaine Chao. Keynote speaker is Ambassador Armando Valladares, formerly with the United Nations for human rights. The event also features ethnic food and music.

→ *Friday, September 20.* A mariachi band performs in the cafeteria beginning at 11:30 a.m., and the lunch menu features Mexican food.

Spain week - September 22-28

→ *Monday, September 23.* Flamenco dancers begin performing at 11:30 a.m. in the cafeteria, which serves Spanish food.

Caribbean week - September 29-October 5

→ *Monday, September 30.* Caribbean music will be played in the cafeteria beginning at 11:30 a.m., and the cafeteria offers Cuban and Puerto Rican food.

South America week - October 6-12

→ *Monday, October 7.* Watch Argentina's national dance, the tango, beginning at 11:30 a.m. in the cafeteria. On the menu is South American food.

→ *Thursday, October 10.* Artifacts from South American countries will be displayed beginning at 11:30 a.m. in the cafeteria. They can be purchased.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Sky-High Communications

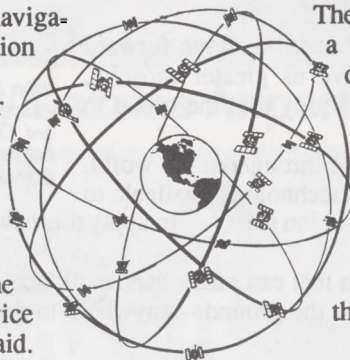
Globe-Girdling Satellites To Spark Space Age Aircraft Navigation in 1993

The U.S. government's global satellite navigation system will be ready for civil aviation around the world, starting in 1993.

That's the word from FAA Administrator James Busey.

The U.S. satellite navigation system is called GPS - the Global Positioning System.

"Coverage will be worldwide, and there will be no charge of any kind affixed by the U.S. government to the users of this service during the initial 10-year period," Busey said.



The satellite coverage moves the world closer to a truly international air transport system, a direction that got strong support at the recent International Civil Aviation Organization (ICAO) Air Navigation Conference meeting in Montreal where Busey announced the free GPS access.

Slated to be fully operational in 1993, GPS will feature:

➔ A constellation of 21 satellites, plus three spares, 20,200 kilometers high, orbiting

turn to Satellites on page 2

Highlights

Dixieland Music. Watch for the kickoff of FAA's Combined Federal Campaign on October 2 with Dixieland music and more.

Details on page 6.

Do the Tango. Interested in seeing the tango up close? FAAers have a chance to view the dance during National Hispanic Heritage Month.

See page 5 for more Hispanic culture events.

Sonic Boom. Test pilot Chuck Yeager recaptures the drama of breaking the sound barrier at the National Air and Space Museum on October 17.

Find out more on page 5.

Whirlybird Honor. FAA's James Bushee has been honored by the American Helicopter Society.

He was lauded for his outstanding team leadership in writing, coordinating and publishing the "Vertiport Design Advisory Circular."

Bushee is manager of the Design and
turn to Highlights on page 2



Imre Kondor shows off his computer simulation.

Whiz Kid

Hungarian Student Puts Washington's National Airport on the Computer Map

Imre Kondor, a 17-year-old Hungarian student, spends much of his spare time at home in Budapest flying an aircraft simulator on a desktop personal computer.

His "flights" take him to Chicago, San Francisco and other U.S. cities. This June, Imre made the trip for real, visiting Washington, DC.

He ended up working at the FAA and dazzling airport planners with his computer skills.

Imre was one of 100 students selected for the 1991 program of the Research Science Institute - conceived by the late Admiral H. G. Rickover to stimulate students with exceptional aptitude for science and math.

The program includes one week of college-level lectures, followed by a four-week off-campus internship at a research facility, usually at a government agency or university.

FAA's involvement began last year with the first young student coming

turn to Whiz Kid on page 3

Satellites Boost Air Safety *from page 1*

the earth every 12 hours.

→ Satellites spaced so that four are always in view, 24 hours a day, everywhere in the world.

→ Compatibility to be used in conjunction with other navigation systems, including the INS, Loran-C, the Microwave Landing System (MLS) and the Soviet Union's GLONASS satellite system.

→ A standard positioning service with an accuracy of 100 meters.

Cost of the GPS is more than \$10 billion, funded by the Department of Defense.

The offer supports the Future Aviation Navigation Systems (FANS) Committee conclusions that satellite technology gives the best way to achieve worldwide improvements in communications, navigation and surveillance.

"We must recognize today the urgent need to move forward together, to build a system that will give us greater capacity, increased efficiency and higher safety," Busey told the group in Montreal.

With the enormous increase in air traffic throughout the world, it's time to use the sophisticated aviation technology available to assure continuation of our high level of aviation safety -- "to apply this new technology to civil aviation...."

"Satellites will give us one basic system that can safely handle all facets of flight -- en route, terminal area and on the ground -- anywhere in the world," the Administrator said.

Busey called the move "a practical starting point for creating a global navigation system."

He assured the international group that it would not be suddenly withdrawn or subject to other undesirable actions.

"That is clearly not what we're planning," he said.

Soviet officials at the conference also offered free use of their GLONASS, Global Orbiting Navigation Satellite System.

"We're working closely with the Soviet Union to develop civil avionics specifications and minimum operational standards and to develop an integrated receiver that can use signals from both systems," FAA's Administrator told the participants.

"In addition, we're running cooperative satellite navigation flight tests, using both systems, over the North Pacific airspace right now."

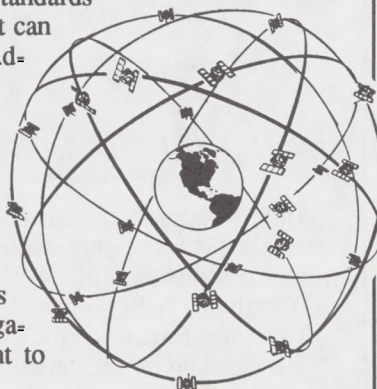
Conference exhibits demonstrated how the two systems can work together.

Expanded use of these satellite systems is only the first step in creating a global navigation satellite system that is so important to aviation's future.

"It is the international community that must decide in the coming years how to construct and operate a global system based on satellite technology.

"The blueprint for the future aviation system has been developed," Busey said.

"The technology and expertise are available. Now the entire international community must demonstrate the desire and the determination to get the job done," he said.



Highlights *from page 1*

Operations Criteria Division, Office of Airport Safety and Standards.



John Zugschwert, Executive Director, American Helicopter Association, left, congratulates James Bushee. At the right are Len Griggs, Assistant Administrator for Airports and Leonard Mudd, director of the Office of Airport Safety and Standards.

Managers' Meetings. The FAA Conference of the Federal Managers Association holds its 11th annual conference *Sunday-Wednesday, October 6-9*, in Las Vegas at the Imperial Palace Hotel.

FAA Associate Administrators Arnold Aquilano, AAF-1, Herb McLure, AHR-1, and Bill Pollard, AAT-1, are slated to speak.

Presentations on flow control, the Traffic Alert and Collision Avoidance System (TCAS), the association's legislative actions, Center for Management Development changes and labor/management relations are included in the schedule of events.

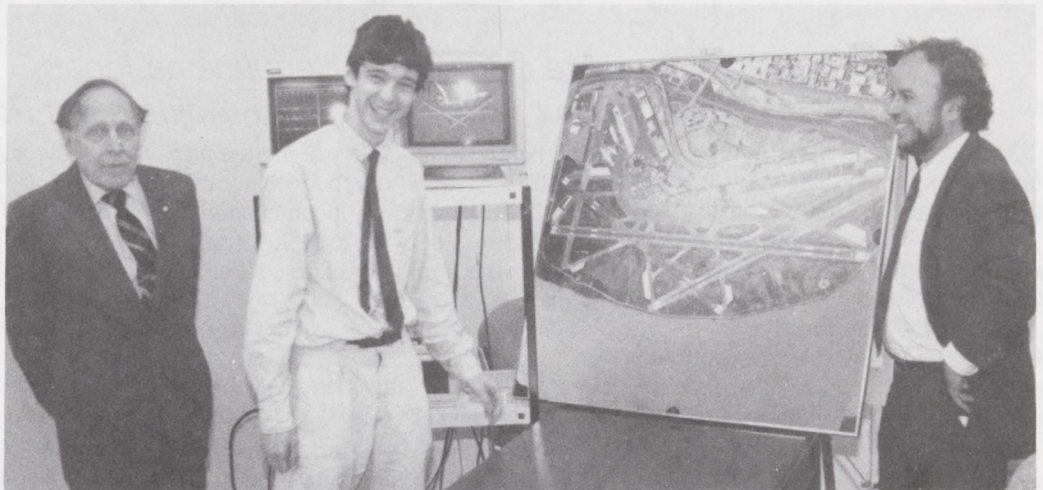
For more information about the conference, contact Gary Postlewait at (505) 823-0575, commercial; FTS 476-0575.

Direct Air. DOT Secretary Sam Skinner has announced the selection of Direct Air, Inc., to provide new, upgraded or replacement air service from six communities in Illinois and Indiana to Chicago's Midway Airport.

The communities are Danville, Galesburg, Mt. Vernon and Mattoon in Illinois and Bloomington and Muncie/Anderson/New Castle in Indiana.

The selection to provide service to Danville, Galesburg, Bloomington and Muncie is conditional upon a department *return to Highlights on page 5*

Imre Kondor shows his two FAA mentors, Bob Machol, left, and Bob Rovinsky, right, that work can be fun.



Whiz Kid from Hungary Dazzles Airport Planners *continued from page 1*

from Maine. Her research results were so outstanding that she is presenting them this year at an international symposium.

Imre's interest in aviation made the FAA a natural choice.

Soon he was under the watchful eyes of two agency mentors – Dr. Bob Machol, FAA's Chief Scientist, and Dr. Bob Rovinsky of the Office of Operations Research.

They gave Imre a challenging assignment: develop a computer simulation of Washington National Airport.

The project could have a big payoff for the FAA because the simulation could be used to plan the temporary routing of traffic over the next few years while a new terminal is being built and the airport is being modernized.

Imre used a software package known as the "Airport Machine," which has already been used at Dulles, Baltimore-



While working at the FAA this summer, Imre Kondor had a chance to meet Hungarian Minister of Transport Csaba Siklos, right. Larry Kiernan, left, helped organize Imre's airport simulation project.

Washington and about a dozen other airports across the country.

Larry Kiernan, an airport planner in the Office of Planning and Programming who helped organize the project, says simulation is a difficult job that takes a lot of professional experience.

"I gave Imre a user guide and sat him down at a computer to look at some prototypes that had been done for other airports," Kiernan recalls.

"An hour later he was ready to get started, noting that it would take a lot of data, but he thought the job could be done."

Imre, who learned English during a two-year stay in England, where his father was a visiting professor in theoretical physics, spent the next couple of weeks in a flurry of data collection.

He got airline schedules from the Office of Plans and Policy, airfield diagrams from the Metropolitan Washington Airport Authority and flight

strips from National's air traffic control tower.

All the data had to be refined and formatted for use in the simulation.

"I was curious to see how far he would get with the project before he ran out of time, but he overcame every obstacle," Kiernan says.

By the end of the third week, the simulation was running, with a video display of aircraft movements on the runways and taxiways.

Imre returned to the airport several times to collect data on aircraft separations and to seek advice from controllers on the routes followed by the taxiing aircraft.

Coincidentally, Csaba Siklos, the Hungarian Minister of Transport, and Andras Pakay, Deputy Director General of Malev Hungarian Airlines, were visiting the United States and paid a courtesy call at FAA Headquarters.

turn to Student on page 4

'I was curious to see how far he would get with the project before he ran out of time, but he overcame every obstacle.'

Larry Kiernan
Office of Planning and Programming

Tax Talk

Here Are Some New Regulations for Relocation Income Tax Allowance (RITA) Adjustment Payments

Approximately 2,500 FAAers a year make permanent change-of-station (PCS) moves, and some of those transferees may be due money because of new regulations, says the agency's Office of Accounting.

To get their retroactive payment, however, those eligible must submit a claim for adjustment to the accounting office that handled their original PCS and Relocation Income Tax Allowance (RITA) claims.

The new procedures for calculating a RITA adjustment are based on the General Services Administration's final rule issued in the March 6 *Federal Register*.

The rule set up procedures to be used when a state does not allow, for state income tax purposes, the deduction of all or part of the PCS moving expenses deductible for federal income tax purposes.

The final rule effective date is January 1, 1987.

According to the Internal Revenue Service, the states that do not allow all or part of the PCS moving expense deduction are Arkansas, Idaho, Illinois, Indiana, Ohio, Massachusetts, Michigan, New Jersey, Pennsylvania and maybe even others.

Here's some information on RITA claims and retroactive adjustments.

Eligibility. A transferee is eligible for RITA adjustments when the move was in the government's interest to one of the states disallowing all or some moving expenses for state income tax purposes.

RITA payments are not based on moves from a state.

The new RITA adjustment is retroactive, but the original RITA claim must have been paid on or after the January 1, 1987, date.

Adjustment claim. Starting with RITA claims paid during 1991, the adjustment does not require separate filing.

Transferees must file a claim for the adjustment when the RITA claim was

paid before 1991. They should use an SF 1012, "Travel Voucher Memorandum," with supporting documentation, completing blocks 1, 2, 5, 7, 13 and leaving the "amount claimed" area blank.

On the reverse side of the form,

Student *from page 3*

Len Griggs, Assistant Administrator for Airports, had the pleasure of introducing Imre to them, and the student demonstrated the simulation and described its potential use.

During his last week, Imre made similar presentations to the Research Science Institute, FAA's Office of Operations Research and a group of more than 100 scientists and engineers at the MITRE Corporation in McLean, VA, where his performance was videotaped for wider distribution.

The FAA hopes Imre will be able to return to Washington for a follow-up assignment in 1992.

While the future of the National Airport simulation has not been decided, the bulk of the work has been done, and some refinements may be added to illustrate the full complexity of the airport with three intersecting runways and a congested terminal area.

Interested in a Student Intern?

Dr. Bob Machol, FAA Chief Scientist, continues to encourage FAA involvement in the Research Science Institute.

He urges other offices in the Washington area that have an interesting four-week project for a student intern to contact him, FTS 267-9451.

insert and sign the following statement:

"I am submitting this claim during 19 __ for a RITA adjustment.

"Reimbursements for this move were paid in 19 __ and 19 __; original RITA for this move was paid in 19 __ and 19 __.

"For each year I received reimbursements, I certify that the amounts itemized below were not deductible by me for state income tax purposes."

Then list applicable items and amounts.

Adjustment documentation. Supporting documents should be attached to the SF 1012.

→ The FAA form "Employee Moving Expense Information Payments Made during Calendar Year __," used in lieu of IRS Form 4782.

It gives the moving expense PCS income amount shown in the Form W-2, "Wage and Tax Statement, for each year during which reimbursements were made.

→ Copies of the microcomputer printout for each RITA payment previously made.

Submitting claims. Transferees can submit completed claims to their servicing accounting office, the one that paid their original PCS and RITA claims.

Taxable income. Like the RITA itself, the RITA adjustment is treated as income in calculating federal and state income taxes.

It is included on the W-2 form, "Wage and Tax Statement," for the year in which the adjustment is paid.

Processing RITA claims takes time, and payment for claims without necessary documentation takes longer.

Original claims. Transferees filing a claim for an original RITA should follow instructions in FAA Order 1500.35A, "Relocation Income Tax Allowance."

Questions on the RITA entitlement can be answered by your servicing accounting office.

Highlights *from page 3*

mental review to determine if the carrier is prepared to provide the additional service.

The expansion of service to Mt. Vernon and Mattoon has been finalized.

Direct Air will receive a federal subsidy of \$2.1 million for the first year of service and \$1.6 million for the second year under the department's Essential Air Service (EAS) Program.

Consumer Report. Data is in on U.S. airlines' on-time performance and handling of baggage for July.

The Department of Transportation's monthly "Air Travel Consumer Report" also gives data on the number of passengers denied boarding, or bumped.

The nation's 12 largest carriers registered an on-time performance of 84.5% in July, slightly below their 85.3% on-time showing in June but well above the 80.9% recorded in July 1990.

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

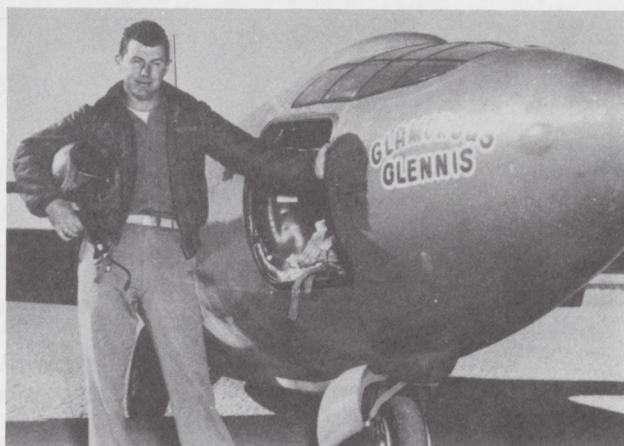
Mishandled baggage reports for July average 5.23 per 1,000 passengers, slightly higher than June's average of 5.04 but well below the 6.08 showing for July 1990.

Complaints from consumers to DOT totaled 709 in July, an increase over June's 633 and slightly higher than the 683 recorded in July 1990.

The rate of involuntary denied boardings for the first six months of 1991 was 1.09 per 10,000 passengers, a decline from the 1.70 recorded in the January-June 1990 period.

Have an Item? *Intercom* gladly runs announcements of events 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 911, or call x78521.



Breaking the Sound Barrier

Chuck Yeager Recreates the Drama
October 17

Chuck Yeager recaptures the drama of breaking the sound barrier and other experiences as a test pilot in a lecture on Thursday, October 17, at 7:30 p.m. in the National Air and Space Museum's Samuel P. Langley Theater. Yeager flew a Bell X-1 when he ended forever the speculation that a sound barrier would crush an aircraft. Named Glamorous Glennis in honor of his wife, the plane can be seen in the museum's Milestones of Flight Hall.

Free tickets for the Yeager lecture will be distributed the day of the lecture at 5 p.m. at the Langley Theater box office. There is a four-ticket maximum per person. Theater doors open at 6:30 p.m.

National Hispanic Heritage Month Events

Tuesday, September 24. FAA's Hispanic Heritage Month's opening ceremony will be held in the GSA auditorium, 7th and D Streets SW, from 10:30 to 11:30 a.m. Keynote speaker is Everett Alvarez, a Navy pilot who was a prisoner of war during the Vietnam conflict.

Other activities slated that day include career advancement seminars and diversity training. Storytelling times for children in the DOT Day Care Center — one for three-year-olds and one for four-to-six year olds — with a costume contest and piñata party for the children are also planned.

Thursday, September 26. Dr. Ellen Ochoa, the first Hispanic female astronaut, discusses her experiences at 10 a.m. in the Samuel P. Langley Theater at the National Air and Space Museum.

Monday, September 30. Caribbean music will be played in the FAA cafeteria beginning at 11:30 a.m. The cafeteria also offers Cuban and Puerto Rican food.

Tuesday, October 1. The DOT Hispanic Employment Council holds a luncheon at Fort McNair, beginning at 11:15 a.m.

Wednesday, October 2. It's Diversity and Recruitment Day at the FAA with a special speaker and awareness training from 8:30 a.m. to 12 noon in rooms 5 A&B. A recruitment session will be held for managers from 1 to 4 p.m., also in room 5 A&B.

Thursday, October 3. The U.S. Coast Guard celebrates National Hispanic Heritage Month at 11:30 a.m. at Haines Point.

Friday, October 4. The Hispanic Employment Program holds a reception in the Madison Building, Library of Congress at 5:30 p.m. The event is open to the public.

Monday, October 7. Watch Argentina's national dance, the tango, beginning at 11:30 a.m. in the cafeteria. On the menu is South American food.

Thursday, October 10. Artifacts from South American countries will be displayed beginning at 11:30 a.m. in the cafeteria. They can be purchased.

Flightplan

Facilitators wanted. Are you enthusiastic? Do you have good communication and people skills?

If so, the Headquarters Facilitator Program is looking to add a few more people.

Informational briefings will be held in Headquarters room 5C on:

Tuesday, September 24, at 10 a.m.

Friday, September 27, at 10 a.m.

Applications to the program are due Friday, October 4.

The screening and assessment process takes place October 7-25, with training held November 18-22 for those selected. Final selection will be done December 6.

For more information on applying to the Headquarters Facilitator Program or to request a facilitator to assist with your next meeting, contact Joan Guarino, x73884, or Mary Cotton, x73997, Human Resource Management Division, AHR-100, room 516.

Communicators meet. The Federal Aviation Club International Training in Communication, ITC, meets *each Wednesday* from 12 noon to 1 p.m. in the Headquarters ninth-floor conference room.

The group aims to develop leadership skills, including communication skills as a speaker and a listener.

Members learn to speak in front of an audience and gain effective organizational techniques.

Point of contact is Len Baker at (202) 479-6884.

FWPC meeting. The Federal Women's Program Committee next meets on *Wednesday, October 4*, in the 10th-floor Civil Rights conference room. The meeting begins at 11 a.m.

Marcia Adams, x73488, can provide information about the group.

Amateur sleuths. The DOT Employee Recreation Association is offering tickets to the play, "Shear Madness" on *Sunday, October 20*, for the 3:30 p.m. matinee.

"Shear Madness," playing at the Kennedy Center's Theater Lab Cabaret, encourages audience members to

Helping Others

There's Lots To Do at October 2 Kickoff of FAA's Combined Federal Campaign

The kickoff for FAA's 1991 Combined Federal Campaign (CFC) takes place on *Wednesday, October 2*, at 11:15 a.m. on the C Street side of the Headquarters building.

Music is by the EPA Dixieland Band, and the Redskinettes will be there to sign autographs.

The event is to be captured on film from a helicopter.

Immediately following the outside activities, a bake sale will take place in the Headquarters lobby.

More special events are planned all during this year's campaign, so watch for upcoming announcements.

FAAers can have a good time in a fun run, a chili cook-off, Halloween costume contests, silent auctions for prizes and other events while helping CFC organizations.

become armchair detectives and solve a crime.

Tickets cost \$15 and are available from the DOT/ERA store in the Nassif Building, room 2100.

Hispanic meeting. At Headquarters, monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the first *Tuesday* of each month in conference room 1030 at noontime on the following dates:

October 1

November 5

December 3

Pat Myers, x77882, can be contacted for additional information.

OATS users group. An OATS (Office Automation Technology and Services) users group is being set up by the Office of Management Systems.

The group aims to identify people who are using OATS hardware and software so they can share information on how OATS is being implemented in the FAA.

The first meeting is slated for *Wednesday and Thursday, October 9-10*.

FAAers who currently use OATS or are planning to use OATS products are invited.

Special interest groups will also be set up to address issues on specific applications such as Word for Windows, Excel, Arts & Letters, Superbase 4, Oracle and others.

For more information, contact David Sitko, AMS-320, x79903.

Targeting explosives. FAA's Aviation Security Research and Development Service will host the first international symposium on "Explosives Detection Technology" on *Wednesday-Friday, November 13-15*, at the Sands Hotel in Atlantic City, NJ.

Those interested in attending and/or submitting papers should contact Glenn Manoff at (609) 482-9550 or Siraj Khan at (609) 484-6825 for information.

International experts in aviation security, physics, electrical and electronics engineering and systems integration will discuss an array of technologies to improve explosives detection equipment and aid the human screener.

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FAA volunteers receive awards for their community spirit and service.

Always Ready To Help Volunteers Lauded for 'Spirit of Generosity'

"You make us all look good," Administrator James Busey told a group of Headquarters volunteers who were recently honored for their community service.

"The interesting thing," said Busey during a 10th-floor FAA Volunteer Program awards ceremony, is that these volunteers include some of "our hardest working employees, who put in long turn to 'Spirit of Generosity' on page 3

October 1, 1991



U.S. Department
of Transportation
Federal Aviation
Administration

Headquarters Intercom

High-Tech Future

FAA Breaks Ground for Advanced Automation System and Bomb Detection Laboratories

The FAA broke ground in mid-August for two multimillion-dollar research facilities at the FAA Technical Center in Atlantic City.

The agency is building a \$25.8 million Advanced Automation System (AAS) Laboratory and a \$3.7 million Aviation Security Research and Development Laboratory.

The AAS is FAA's multibillion-dollar modernization of the air traffic control system.

Scheduled for completion in 1993, the AAS Laboratory will turn to Laboratories on page 3

Highlights

Smart Idea. "Creating a culturally diverse work force is not only the right thing to do, it's the smart thing to do."

That's how FAA Administrator James Busey put it recently at the 13th Annual National His-

Did you know that Santa Fe is the oldest state capital? More Hispanic contributions on page 2.

panic Coalition of Federal Aviation Employees Conference.

The group met in Baltimore in August.

Busey emphasized the agency must be ready for the work force of the future.

By the end of the century, experts predict that 85% of new workers will be women and minorities.

turn to Highlights on page 4

Transcontinental Trek Controller's 3,060-Mile Ride through Small-Town America Fights Muscular Dystrophy

Mike Quinlin has strong legs, remarkable stamina and a mighty big heart.

Quinlin, an air traffic controller at the Burbank TRACON, recently completed a 3,060-mile bicycle ride across America to help others who can't ride bikes.

Mike christened his ride "Out Spokin' against Muscular Dystrophy" and raised \$5,000 to combat the dreaded disease.

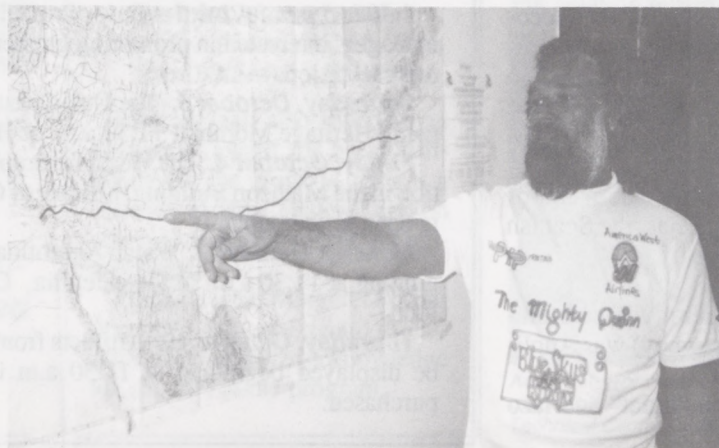
After a midnight shift on May 14, Mike flew to Maryland's Baltimore-Washington International, accompanied only by his bike and supplies.

After a trip to the Chesapeake Bay to dip his wheels in east coast waters, Mike began his transcontinental ride.

Mike spent most of his time in rural, small-town America.

He plotted his course on a map by drawing a line from Annapolis, MD, to Santa Monica, CA, choosing cities near the line

turn to Trek on page 6



It was a long way back home to California for air traffic controller Mike Quinlin, who points to the route of his 3,060-mile bicycle ride from Annapolis to Santa Monica.

Cultural Diversity: Hispanic Contributions

From Barbecue and Buckaroo to Spanish Laws and Literature

It's National Hispanic Heritage Month, and here's some information for FAAers who want to know about the Hispanic influence on culture in the United States.

Did you know about these contributions?

Easter flowers. Juan Ponce de León sailed with Columbus on his second voyage in 1502.

Because he found Florida on Easter Sunday, he named the land "full of flowers."

More than Florida. Hernando de Soto explored Florida, present-day Georgia, North and South Carolina, Tennessee, Alabama, Louisiana and Mississippi.

He found the mouth of the Mississippi River, after which he explored Arkansas and Texas.

Cowboy 'lingo.' Adobe, corral, patio and grande crept into the cowboy's "lingo" (from lengua = language), as did "vamoose" (from vamos = let's go), "desperado" (from desesperado = desperate one), "hoosegow" (from juzgado = court) and "calaboose" (from calabozo = jail).

Barbecue. Many celebrate the Fourth of July with a "barbecue" or barbacoa -- a word from the Taino Indians of Puerto Rico.

Ten gallon hat. The Mexican charro's (expert horseman) very decorative hat or sombrero tan galan eventually became the Texan "ten gallon hat," which had nothing to do with the sombrero's liquid capacity.

What's in a name? The name of Texas derives from Tejas, the Spanish word for roof tiles.

Buckaroo. Vaquero (vah-care-oh - from vaca = cow; cowboy) was Anglicized as "buckaroo."

Also riata became "lariat" and lazo changed to "lasso."

Chaparreras, otherwise known as "chaps," are leather leggings used to protect legs from the chaparral or underbrush.

Thousands of towns. Over a thousand cities, towns, counties and landmarks bear Spanish names, as do the states of California, Texas, Arizona, New Mexico, Colorado, Nevada, Montana and Florida.

Canyons and hurricanes. Geographical terms such as arroyo, sierra, canyon and mesa are of Spanish origin.

Meteorological terms such as hurricane and tornado have Spanish roots.

Spanish literature. North American literature has not escaped Hispanic influence as shown by Washington Irving's "Tales of the Alhambra" and O'Henry's stories of "The Cisco Kid" and "Zorro."

Spanish laws. Texas also follows Spanish laws concerning tidelands or submerged coastal lands by recognizing the international boundary as three marine leagues (10.4 miles from the shore, compared to the three miles recognized by other states).

This gives Texas an additional 3,500,000 acres of oil-rich submerged land.

Water rights. The idea of communal water rights is derived from the court of Valencia.

Community property, the concept in which the wife is considered a partner in the wealth and holdings of the family, is derived from Mexico. Neither Roman or English common law establish such rights for women.

Elements of Spanish laws that survive in Texas today are the Homestead Law and other measures exempting

turn to Culture on page 7

Hispanic Heritage Month Events

Wednesday, October 2. It's Diversity and Recruitment Day at the FAA. Here's the schedule:

8-30 a.m. to 12 noon: Cultural diversity and awareness training by Dr. Arnold Aragon, the former president of New Mexico Highland University who has worked for the U.S. Department of Agriculture for 15 years.

1 to 3:30 p.m.: Brief presentations by local colleges and universities on continuing education programs and career development opportunities.

The following schools will be represented: American University, George Washington University, Georgetown University, University of Maryland and USDA Graduate School.

3:30 to 5 p.m.: A brief review of recruitment and staffing programs for managers interested in promoting greater cultural diversity and minority representation.

Thursday, October 3. The U.S. Coast Guard celebrates National Hispanic Heritage Month at 11:30 a.m. at Haines Point.

Friday, October 4. The Hispanic Employment Program holds a reception in the Madison Building, Library of Congress at 5:30 p.m. The event is open to the public.

Monday, October 7. Watch Argentina's national dance, the tango, beginning at 11:30 a.m. in the cafeteria. On the menu is South American food.

Thursday, October 10. Artifacts from South American countries will be displayed beginning at 11:30 a.m. in the cafeteria. They can be purchased.

'Spirit of Generosity' Typifies Headquarters Volunteers *from page 1*

hours on the job. So, really, time is not the critical factor," in why people volunteer their help.

"It really has more to do with a spirit of generosity and a sense of community," Busey said.

Volunteers working through the Partnership in Education Program with Hine Junior High School have helped change the image of the school, related Bennie Adams, Hine's assistant principal.

Once thought of as "horrible Hine," he said, the school recently has been dubbed a "blue ribbon school, recognized by the Department of Education as a school of excellence -- the thrill of Capitol Hill."

FAA's volunteers are part of the DOT Volunteerism Program, through which they help in a variety of ways.

→ **Tutorial program.** Tutors Hine students in math, English, science, reading and social studies.

→ **Friendship program.** Works with Hine students at risk of dropping out of school or becoming chronic truants to form relationships with DOT volunteers. "Friends" encourage students to believe in themselves and to stay in school.

→ **Senior citizens outreach.** Assists Southwest Senior Citizens Center and Sarah's Circle, a shelter for senior citizens in northwest Washington.

Volunteers also feed the homeless and donate clothing to Martha's Table, an organization that supports the homeless.

→ **PRIDE Chapter** (National Parent's Resource Institute for Drug Education Incorporated). Provides role models and educational information to help students remain drug free.

**Once thought of as
'horrible Hine,'
FAA's adopted school
recently has been dubbed
a 'blue ribbon school.'**



Margaret Powell presents a special award to Administrator James Busey.

Headquarters Volunteer Honorees

The 19 FAA volunteers recognized with certificates are:

Vonya Brown, ANN-120
Ellen Butler, AFS-11
Josie Clark, APA-120
Mary Couch, AOA-20
Denise Davis, ARD-100
Vern Edwards, ARD-100
Yvonne Evans, ALG-510
Luther Falls, AAS-330
Elaine Hunt, APA-200
Roger Martino, ACQ-1
Maria McReynolds, AAA-212
Al Mendez, ACR-3
Carole Meredith, AHT-10
Wanda Moore, API-19
Rita Morgan, APN-200
Margaret Powell, AHT-30
Patricia Schauer, AXA-1
Katrina Thomas, AMS-500
John Williams, ANN-130

Rita Morgan also received an individual award for her contributions to the program. She is a "friend" to Hine students and an alternate Volunteer Program representative.

Program chair Margaret Powell presented a special award to Administrator Busey to acknowledge his support of the program.

Volunteers sponsor activities, such as bake sales, book sales, fairs, raffles, entertainment and special events to raise money for the program.

In addition to the volunteers who received awards, their managers were recognized with pins for supporting the volunteers.

They are Gloria Brown, APA-200; Pat Coleman, AHT-10; Larry Covington, B-23; Joanne Eakin, ALG-500; Darlene Hickox, AAS-330; Ann Hoffer, AHR-10; Gwen Jones, ACR-3; Veronica Jordan, ANN-120; Howard Kernodle, ALG-510; Mike Kruger, AHT-30; Robbye Langenfeld, AHR-150; Richard Lea, AFS-11; and Dean Long, APN-200.

Also George McConnell, ANW-140; Raymond Morris, AAA-210; Dave Morrisey, AMC-100; John Ogden, AHR-140; Hugh O'Neill, APA-1; Dennis Powell, ARD-100; Reuben Powell, ANN-120; Raymond Smith, API-19; Joe Stevens, AOA-20; Wes Toler, AMS-500; and Phil Woodruff, APA-120.

Laboratories *from page 1*

expand the Technical Center's air traffic control facilities to accommodate the design, development and testing of new controller workstations, slated to replace existing outdated computers and consoles.

Completion of the security laboratory, scheduled for next year, will provide a setting for expanded on-site research and development of explosives detection devices aimed at curbing aviation terrorism



Administrator James Busey speaks at groundbreaking ceremony. With him is Technical Center Director Harvey Safer.

Highlights *from page 1*

"We must recruit and hire more minorities now -- not 10 years from now," Busey emphasized.

Busey said two more Hispanics have been added to FAA's Senior Executive Service ranks this year, bringing the total to five or 3%.

"That's not as good as we'd like," Busey said, "but it's better than it was a couple of years ago.

"With the right training and the right motivation, Hispanics, other minorities, and women will have the opportunity to make their mark on this agency," he said.

Read more about the convention in the next issue of *FAA World*.

Award Winners. Twenty-eight FAAers from across the country will be honored this month at the Secretary of Transportation's 24th Annual Awards ceremony.

The yearly event is scheduled for *Friday, October 18*, in Washington, DC.

During the ceremony, DOT Secretary Sam Skinner will also announce the winners of the new Quality Award and the Dwight D. Eisenhower Award.

Watch for the names of the winners in an upcoming issue of *Headquarters Intercom*.

Innovative Tower. The FAA has unveiled an innovative design for a new air traffic control tower at Los Angeles International Airport.

The tower, to be constructed 1,500 feet west of the existing control tower, will rise 289 feet above the ground.

Designed to more than double current floor space in the existing tower cab, space will expand from 300 to 625 square feet, allowing 12 controllers to be comfortably accommodated at work stations within the cab.

Construction is slated to begin in 1993. Expected completion date is late 1995.

The tower shaft will be made of an

integral structural steel frame and an exterior surface of glass fiber reinforced concrete panels. It meets stringent earthquake requirements.

A 29,000-square-foot base building will house administrative office and state-of-the-art computers, recorders, transmitters, receivers and other electronic equipment.

"This interesting and original tower



This artist's drawing shows the proposed new control tower for Los Angeles International Airport. Completion is set for 1995.

plan is a very exciting departure from typical designs," said Carl Schellenberg, Western-Pacific Regional Administrator.

"The tower will not only provide air traffic controllers with more room and the most modern equipment, but it will also be a magnificent landmark for the airport."

'Tex' Melugin Honor. Don Watson, who spent 33 years in a variety of FAA positions and retired as Southwest Regional Administrator in 1990, is the second recipient of the C. R. "Tex" Melugin Award for Excellence in Aviation.

Watson received the award earlier this summer in Fort Worth, TX.

The honor, named for former FAA Executive Director and Southwest Regional Administrator C. R. "Tex" Melugin, Jr., is presented annually to someone in FAA's Southwest Region who exemplifies a lifelong commitment to aviation safety and public service.

The late "Tex" Melugin received the first award last year.

"Look at the FAA and what it has done for your country," said Ross Perot, Jr., who presented the award to Watson.

"We have the finest aviation system in the world here in the United States. This is because of the dedication of the men and women of the FAA. People like Don Watson have made our system the best."

DOT Fellows. Seven FAAers and two alternates from the agency have been named to the new DOT Fellows Program.

In making the announcement, DOT Secretary Sam Skinner said the program's "ultimate goal is to create a cadre of talented managers from throughout the department who share an enhanced understanding of the overall mission of the department."

Skinner called those selected an "outstanding group of talented employees."

DOT fellows for 1991 include the following FAAers:

Anthony Fazio
Washington Headquarters
AAE-20

Joyce Fischlin
Northwest Mountain Region
ANM-205

Dennis Hupp
Washington Headquarters
AXD-3

René Matos
FAA Technical Center
ACN-342

Marcia Payne
Washington Headquarters
AFS-520

Charles Sullivan
Aeronautical Center
AAC-54

Glenda Whiting
Washington Headquarters
AHR-100
Alternates from the FAA are:
Christine Novosad
Alaskan Region
AAL-41
Reva Potter
Eastern Region
AEA-10

Last April Skinner announced the program, which allows mid-level managers to swap information and share work experiences with successful private and government leaders.

The year-long program gives fellows several opportunities, including attending monthly seminars and making at least three visits to large corporations, to get first-hand exposure to how they operate.

DOT-wide, 25 fellows and six alternates were selected.

Last 707. The four-engine jet aircraft that heralded the commercial jet age won't be rolling out of Boeing plants in the future.

Demand for the military version dropped, and production ceased about five months ago with the final 707 order — an AWACS radar aircraft bought by the United Kingdom.

Boeing will continue to provide support for hundreds of 707s still in service — mostly flown by foreign carriers — and several military versions of the plane.

Boeing built 857 of the 707s. The first was a developmental model, the 367-80, which was rolled out in May 1954.

Pan Am bought the first 707 to inaugurate transatlantic service between New York and Paris in 1958.

'Merci' FAA. When a French couple ran out of gas in a rented mobile camper parked near Alaska's Gulkana Flight Service Station this summer, air traffic controller James Allen came to the rescue.

The couple spoke little English, so Allen called a local service station only to find out that they would charge a \$60 wrecker fee to bring gas about five miles.

Allen then remembered that there was a gas can in the standby generator shed. It contained about a gallon which he loaned the couple with their assurance that they would return it.

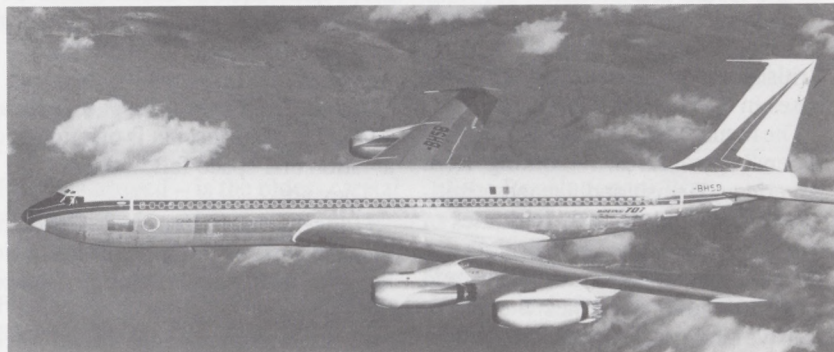
With a precious few ounces of fuel dumped in, they started their vehicle and moved down the road.

About 30 minutes later, they returned with a full can of gas.

Help Make History. The FAA Academy in Oklahoma City is compiling an academy history.

Statistics, photographs, interesting stories and milestones are needed. Materials will be returned at the sender's request.

Contact Lori Mahoney, FTS 747-6927, or Cathy Thompson, FTS 747-4477.



The last 707, a plane similar to this one, was manufactured earlier this year.

Safety Team. The FAA and the General Aviation Manufacturers Association signed a proclamation in mid-September setting up a partnership between the two organizations to promote aviation education and safety.

"General aviation is a national resource," FAA Administrator James Busey said, "an indispensable element in the American economy.

"Working together on a wide variety of education programs, FAA and the association can promote a better understanding and appreciation of the important role general aviation plays in our daily lives."

Wake Vortex Conference. The FAA is sponsoring an international symposium on the problems posed by air turbulence when aircraft take off and land.

Slated for Tuesday-Thursday, October 29-31, in Washington, DC, the symposium is the first formal meeting on the topic since 1977.

Administrator James Busey is scheduled to speak.

It brings together experts from around the world to discuss a variety of vortex subjects including detection and tracking, new technology, history, pilot training and theoretical and experimental research.

The meeting also focuses on airport capacity, which is affected by operating standards that require aircraft to be separated by many miles, especially on takeoff and landing.

Wake turbulence, circular patterns of air created by air moving over an aircraft when it generates lift, varies in strength with the weight, wingspan and

speed of the generating aircraft and can be hazardous to the following aircraft.

The symposium will be held at the Quality Hotel Capitol Hill, 415 New Jersey Avenue, NW.

For technical information, contact Dr. Bob Machol, FAA Chief Scientist, Washington Headquarters, FTS 267-9451, Fax: FTS 267-5117.

Pacific Rim Conference. The FAA is hosting an International Oceanic Airspace Conference in Honolulu on Wednesday-Friday, November 13-15.

The conference is expected to attract 200 representatives from nations that provide air traffic control services within the Pacific Rim.

Administrator James Busey is scheduled to speak.

Headlining the agenda are presenta-

continued on on page 6

tions on global satellite navigation, oceanic and other new air traffic management technology, the effects of volcanic activity on aviation, Pacific area weather forecasting and TCAS, the traffic alert and collision avoidance system.

'Flying Tigers'. A new aviation book published by the Smithsonian Institution Press takes a close look at the men and machines that challenged Japan in Asia before and during World War II.

In *Flying Tigers: Claire Chennault and the American Volunteer Group*, historian Daniel Ford traces the origin, operations and eventual breakup of the American Volunteer Group – separating fact from fiction.

The book captures the global scale of the growing conflict. It takes the reader from power lunches in Washington, DC, to Chiang Kai-shek's China, to British and American Volunteer Group bases in Burma and India.

The focus, however, is on the "Flying Tigers" themselves. Working from American, British and Japanese military records and flight logs, diaries of American Volunteer Group pilots and technicians, media accounts and memoirs, Ford assembles a comprehensive history of this legendary group.

Quality Education. FAA Academy officials in Oklahoma City launched a four- to five-month academic self-assessment in September as part of the academy's recent accreditation by the North Central Association of Colleges and Schools (NCA).

NCA, the oldest and largest of the nation's six accrediting associations, requires member schools to undertake a comprehensive evaluation every seven years.

The process, which is based on input from staff and faculty, will be followed by a visit by outside educators.

Academy Superintendent Bart Bartanowicz said, "the self-assessment will result in suggestions for changes that will help the Academy do an even better job of educating our students."

Help for the Homeless. DOT Secretary Sam Skinner has announced

\$1.75 million in grants to provide services for three years to homeless people who congregate in several transit facilities in Baltimore, New York City and San Francisco.

The money will go for health, mental health, substance abuse treatment, employment and training, housing, education, transportation and nutrition services.

It will be administered by the Urban Mass Transportation Administration.

"This is a win-win program," Skinner said. "Homeless people will be better served, and transit authorities' security and maintenance burdens will be eased."

The program was developed by the Interagency Council on the Homeless. In addition to the DOT, it is funded by the Departments of Housing and Urban Development, Health and Human Services, Labor and Agriculture.

Aviation Fellowships. The National Air and Space Museum is offering two aviation and space fellowships.

They are:

Guggenheim Fellowship. Scholars interested in historical and scientific research related to aviation and space should apply.

Predocorial applicants should have completed preliminary course work and examinations and be engaged in dissertation research.

Postdoctoral applicants preferably should have received their Ph.D. within the past seven years.

A stipend of \$13,000 for predocorial

candidates and \$21,000 for postdoctoral candidates will be awarded with limited additional funds for travel and miscellaneous expenses.

A. Verville Fellowship. This fellowship honors airplane designer Alfred V. Verville and is a competitive nine-to-12-month fellowship intended for analysis of major trends, developments, and accomplishments in the history of aviation or space studies.

A stipend of \$26,000 will be awarded for a 12-month fellowship.

The fellowship is open to all interested candidates with demonstrated skills in research and writing.

A degree in history, engineering or related fields is not required.

Applications and proposals are due by January 15.

For applications, write:

Interpretive Programs, 3341
National Air and Space Museum
Smithsonian Institution
Washington, DC 20560

Vermont Skiing. Vermont's Burlington Automated Flight Service Station is hosting the 1st Annual New England Ski Fest in Sugarbush, VT, from *Sunday-Friday, January 26-31*.

Cost is \$350 and includes five days of lodging and skiing. A \$50 deposit is required by November 1.

For more information, contact Mike Chapman, (802) 863-1541 or FTS 832-6718. The address is: BTV AFSS Ski Club, c/o Mike Chapman, Burlington AFSS, 1252 Airport Drive, South Burlington, VT 05403.

Trek Through Small-Town America *from page 1*

and finding the best roads for the cycling.

A typical day began before 7 a.m., so he was on the road no later than 8 a.m. He stopped for four daily meals – two breakfasts, a lunch and finally a high-carbohydrate dinner. While riding, he ate fruit and drank about a pint of water every half hour.

His shortest riding day was seven hours – the longest 16. He stayed at motels along the way, checking in daily with progress reports to Larry "Jake" Jacobson, an area supervisor at Burbank TRACON.

After 29 days and nearly 3,000 miles of rugged terrain, adverse weather and sore muscles, Mike had but one obstacle left to conquer – Los Angeles traffic.

Luckily, downtown Los Angeles was comparatively tame, so Mike arrived in Santa Monica two hours earlier than expected. In fact, he got home just in time to shower and dress for work. That evening he worked a 4 p.m.-to-midnight shift.

Thanks to the Western-Pacific Intercom for this report.

Culture *continued from page 2*

property from forced sale and community property laws.

Spanish peanuts. We hear about Johnny Apple Seed, Irish potatoes and Italian tomatoes and Georgia peanuts. Spain gave Johnny his apples. Potatoes originated in Chile. Tomatoes and mani (peanuts) also originated in Latin America.

Gold rush. Francisco Lopez, a Mexican, was the person who discovered gold in the San Feliciano Canyon, although history books record only the California Gold Rush.

Mexicans worked the mines but were excluded from ownership.

Hispanic customs. Spaniards introduced the technique of branding an animal's ears and hide for identification purposes.

The longhorn and the mustang (from the word *mesteno*, meaning homeless/stray) were brought to the new world by Christopher Columbus on his second voyage.

Cattle industry. Mexico gave birth to the cattle industry of the United States. By the mid-16th century, the horses brought to America by the Spaniards had multiplied so well that Francisco Vasquez de Coronado furnished his expedition to what is now the Southwest with 1,500 horses and mules bred in Mexico.

Spanish explorer. Esteban Gomes explored along the eastern seaboard as far north as Maine in 1525 (a century before the Pilgrims arrived at Plymouth), discovering the mouths of the Hudson, Connecticut and Delaware Rivers.

First university. The first university on the North American continent was founded in Mexico in 1533.

Oldest state capital. Santa Fe, NM, founded in 1610 -- ten years before the

Pilgrims arrived -- is the oldest capital of any state.

While the Pilgrims established their colony, Spanish cities were growing in Florida, the south, the west and Puerto Rico.

California missions. The Spanish influence in California was established through friars who founded a chain of missions along the west coast.

In 1871 Father Junipero Serra founded El Pueblo de Nuestra Reina de Los Angeles de Porciuncula, now Los Angeles, CA.

Revolutionary role. Spain played an important role in the independence of the United States:

King Carlos of Spain granted a credit of one million pounds (a huge amount at that time) to the American colonists.

As the financial condition of the American Army became dangerously low, funds were sought and obtained from Cuba. Cuban women made this assistance possible by contributing their jewelry.

This military aid helped finance the Battle of Yorktown, the decisive battle

of the Revolutionary War.

Four thousand Spanish soldiers died on British prison ships in New York Harbor after being captured while fighting for the independence of the United States.

Galveston, TX, was named after Bernardo de Galvez, who was governor of Louisiana in early 1777.

Galvez was one of the great military leaders who fought for American independence.

With the consent of the Spanish court, he supported the Americans and strengthened defenses against the British. He corresponded actively with the governors of Virginia, Patrick Henry and Thomas Jefferson.

Units from Spain under Galvez's command, allied with other battalions, attacked the British along the Gulf of Mexico.

Thanks to members of FAA Headquarters Chapter of the National Hispanic Coalition of Federal Aviation Employees for this information.

Extra copies. Extra copies of past issues of *Intercom* are available from the display rack in room 908.

Career Strategies

'Communications Skills,' 'Motivation' Next in Series

The National Black Coalition of Federal Aviation Employees continues its seminars for all Headquarters employees on career development strategies. Upcoming programs are:

'Communications Skills'

Thursday, October 3

11 a.m. to 12:30 p.m.

Headquarters conference room 8ABC

'Motivation'

Tuesday, October 15

11 a.m. to 12:30 p.m.

Headquarters conference room 8ABC

These are parts seven and eight in the first of three eight-hour training modules designed to aid employees in career development.

The modules are approved by the Employee Relations and Career Development Branch, AHR-140, to be included in employees' training histories.

Contact Diane Ables, x73880, or Margarete Berrios, x78757, for more information.

Flightplan

Managers' conference. The FAA Conference of the Federal Managers Association holds its 11th annual conference *Sunday-Wednesday, October 6-9*, in Las Vegas.

For more information, contact Gary Postlewait at (505) 823-0575, commercial; FTS 476-0575.

Facilitators wanted. Are you enthusiastic?

If so, the Headquarters Facilitator Program is looking to add a few more people. Applications are due *Friday, October 4*.

For additional information or to request a facilitator to assist with your next meeting, contact Joan Guarino, x73884, or Mary Cotton, x73997, Human Resource Management Division, AHR-100, room 516.

New flick. 'Antarctica,' a new IMAX film opens in the National Air and Space Museum's Samuel P. Langley Theater.

It will be shown evenings at 6 p.m. beginning *Friday, October 4*.

The movie explores the vast and mysterious beauty of the world's southernmost, highest, driest, coldest and windiest continent.

Film admission is \$3.75 for adults, \$2.75 for children, students and senior citizens.

Managers' meetings. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor.

All members are urged to attend and bring a guest.

The next meetings are:

Wednesday, October 16

Wednesday, November 13

Wednesday, December 11

Communicators meet. The Federal Aviation Club International Training in Communication, ITC, meets *each Wednesday* from 12 noon to 1 p.m. in the Headquarters ninth-floor conference room. The group aims to develop leadership skills, including communication skills as a speaker and a listener.

Members learn to speak in front of an

Getting Oriented

Advice for New Employees at Headquarters

Sign up now for the revised and improved orientation program for employees who have been with the agency less than a year say the folks in the Employee Relations and Career Development Branch, AHR-140.

These are the scheduled dates for new employee orientation.

Wednesday, October 9

Wednesday, October 23

Thursday, November 14

Wednesday, November 27

Wednesday, December 11

To register for orientation, get in touch with your training coordinator or AHR-140's Diane Ables, x73880.

The one-day session includes a video presentation from Administrator James Busey and briefings on payroll, travel, security and total quality management (TQM).

New employees can also learn about training and career development opportunities, employee benefits and employee participation groups.

In this revised orientation, those new to the FAA should gain the employee and organizational information they need to know as soon as possible after starting their jobs at the agency.

audience and gain effective organizational techniques.

Point of contact is Len Baker at (202) 479-6884.

FWPC meeting. The Federal Women's Program Committee next meets on *Wednesday, October 4*, in the 10th-floor Civil Rights conference room. The meeting begins at 11 a.m.

Marcia Adams, x73488, can provide information about the group.

Sound barrier. Brig. Gen. Charles E. Yeager recaptures the drama of breaking the sound barrier and other experiences as a test pilot in his lecture "Chuck Yeager Flies High" on *Thursday, October 17*, at 7:30 p.m. in the

National Air and Space Museum's Samuel P. Langley Theater.

Free tickets for the Yeager lecture will be distributed the day of the lecture at 5 p.m. at the Langley Theater box office. There is a four-ticket maximum per person. Theater doors open at 6:30 p.m.

OATS users group. An OATS (Office Automation Technology and Services) users group is being set up by the Office of Management Systems.

The group aims to identify people who are using OATS hardware and software so they can share information on how OATS is being implemented in the FAA.

The first meeting is slated for *Wednesday and Thursday, October 9-10*.

FAAers who currently use OATS or are planning to use OATS products are invited.

Special interest groups will also be set up to address issues on specific applications such as Word for Windows, Excel, Arts & Letters, Superbase 4, Oracle and others.

For more information, contact David Sitko, AMS-320, x79903.

Headquarters

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'Best of the Best' System Engineering and Development Organization Honors FAAers

The System Engineering and Development Organization, ASD, honored employees at its 2nd Annual ASD Awards Ceremony in late August.

In announcing the awards, Marty Pozesky, Associate Administrator for System Engineering and Development, thanked and congratulated those selected for the honors.

Pozesky said the past year was productive for ASD and the organization's accomplishments were due to the day-to-day hard work and dedication of high-caliber employees who make ASD a "world class" organization.

Award nominations are submitted by workers' peers.

Those selected for the awards were chosen by a panel of peer representatives from each service and staff.

turn to ASD Awards on page 3

Recipients of the Team Achievement Award beam during the System Engineering and Development organization's employee recognition ceremony.



Is Failure Always Bad?

Deputy Administrator: 'Pride Comes from Doing Our Best'

Is failure always bad? No, says FAA Deputy Administrator Barry Harris, who likes to quote this Chinese proverb: "Greatness requires the taking of risks; that is why so few achieve it."

Harris talked about taking risks, the positive aspects of failure and other components that help make people a success at the 15th Annual Training Conference of the National Black Coalition of FAA Employees.

Harris spoke in place of FAA Administrator James Busey, who was recuperating from an appendectomy.

"Too many people assume that risk leads to failure and failure is bad," Harris told the group on September 18.

"I agree that risk can lead to failure, but I disagree that failure is always bad."

Harris told the conference, which met in St. Louis, that recovering from failure

turn to Harris on Success on page 2



Headquarters Intercom

Employee Survey

64.6% Indicate 'Overall' Job Satisfaction, 91% Say They Like the Kind of Work They Do

An FAA employee survey that randomly polled agency workers last year shows a slight dip in overall job satisfaction from a similar questionnaire two years earlier.

Results of the 1990 Job Satisfaction Survey, which went to 8,000 agency employees nationwide at the end of 1990, show that

64.6% of those responding indicated overall job satisfaction.

That's almost a 2% slip from the 1988 survey in which 66.5% of respondents indicated overall job satisfaction.

While overall job satisfaction is up significantly from 53.3% in 1984 - when the first survey was taken - it is about 10 points below a goal set by former FAA Administrator J. Lynn Helms of 75% overall job satisfaction by 1992.

"Overall" job satisfaction includes a variety of components

turn to Job Survey on page 4

Highlights

EEO Workshop. A two-day workshop that zeroes in on a problem-solving approach to Equal Employment Opportunity is planned for Headquarters managers and supervisors.

Turn to page 7 for details.

Flu Shots. The FAA Clinic is offering free flu shots this month.

Details on page 7.

Opportunities. FAAers can compete for 15 supervisory-managerial jobs advertised under individual Merit Promotion Program announcements.

The jobs are part of SOAR - the System of Advancement and Recognition Program. SOAR is the System Development (AXD) organization's commitment to

turn to Highlights on page 2

Highlights *from page 1*

improve the representation of women in high-grade management and supervisory positions.

The job announcements, which close on *Friday, October 11*, include 10 at Washington Headquarters and five at the Technical Center, Atlantic City.

They were announced FAA-wide and are open to all qualified employees.

SOAR workshops have been completed throughout the agency. They included a SOAR overview and program requirements and emphasized individual development plans.

A structured training and mentoring program has been set up for those selected to improve job skills and to teach management philosophies.

Mentors serve as "sponsors" and instruct those selected in executive-level decision-making.

For more information on SOAR, contact Janis DiFabio, Patricia Watts or Karen Froher at the Technical Center, FTS 482-5760.

Spurring Competition. The FAA has proposed revising its high density traffic airport rule to make it easier for new airlines and those that hold fewer than 12 slots at any of the four high density airports to get takeoff and landing slots at four of the nation's busiest airports.

Slots allow a carrier to take off or land at airports where limits have been imposed on aircraft operations because of congestion.

The current rule limits the number of takeoffs and landings at New York's LaGuardia and Kennedy airports, Chicago's O'Hare and Washington National during busy times of the day.

DOT Secretary Sam Skinner said the proposed action could promote more competition among airlines serving these airports.

"Any increased competition could lead to lower fares, a wider choice of carriers and services and a greater number of markets being served from high density airports," Skinner said.

The proposal would provide new carriers entering a market and those carriers that hold fewer than 12 slots at

Harris on Success *continued from page 1*

"forges our character and brings us to confront our weaknesses and recognize our real strengths."

The Deputy Administrator went on to say, "to never fail is to never appreciate life as it really is. To have experienced the agony of defeat is to define the ecstasy of victory.

"Both are required to make us whole. They are our emotional and psychological balanced diet."

Harris also urged FAAers to do their best.

As he has become older and increasingly aware of his own mortality, Harris said he realizes that "those things the world bestows upon us like fame and power and money—the conventional measures of success and achievement—do not always last.

"What does last, what can never be taken away from us, is the satisfaction of a job well done, the companionship of colleagues and friends and the sense of accomplishment and pride that comes from knowing we have done our best," Harris said.

a specific high density airport with new opportunities to acquire slots from other carriers or through government lotteries.

First, the proposed rule would significantly increase the so-called "use-or-lose" requirements for carriers holding slots from 65% to 90% used during the weekday period.

Because carriers might find it uneconomical to operate all their slots 90% of the time, the FAA expects that the rule would cause carriers to sell or lease more of their slots.

Second, the rule would provide new entrant carriers and those with fewer than 12 slots at a high density airport with special priority in FAA lotteries for available and unallocated slots.

'Crucial Players.' When the FAA held its annual International Program Conference in Annapolis in August, FAA Administrator James Busey expressed his strong support for the work of the agency's international representatives.

"You are crucial players on the FAA team," Busey said, "and the growing importance of international issues will only increase my reliance on your good work."

The conference brought together international representatives, Headquarters and regional international program managers and international

liaison officers to discuss global developments, current agency programs and make strategic plans for the future.

The week's agenda was highlighted by presentations from FAA's operational services, a team-building exercise, training in cultural awareness and a strategic planning session.

Craig Beard, director of the Aircraft Certification Service, sparked debate when he asked the group to discuss the appropriate role for the United States and FAA as aviation moves from nationally centered to multinational and transnational in character.

Aussie Air Traffic. Australia is re-vamping its air traffic control to more closely parallel the U.S. system, and Joe Woodford, manager of the Anchorage Air Route Traffic Control Center, is helping.

Recently, Woodford was the guest of the Australian Civil Aviation Authority in Sydney and Canberra where he answered dozens of questions about how U.S. controllers assist and track aircraft.

Woodford received the invitation from Dick Smith, chairman of the board of the Australian CAA.

Smith had flown across Alaska earlier in the year and said he was impressed with the handling he received from controllers.

When he returned to Australia, Smith

made phone calls to Alaska to find out more about the system.

His calls were referred to Woodford who shared his knowledge of U.S. air traffic control.

"Smith, a long-time critic of the Australian CAA, found himself heading the organization and set about to modernize it from top to bottom," Woodford explained.

Smith was particularly interested in how en route centers operate and how airspace is divided.

Woodford says he reviewed the airspace plan in relation to U.S. procedures and made a number of presentations on en route center operations.

"I answered lots of questions on such issues as redundancy, satellite communications, search and rescue procedures and the relationship of flight service stations to centers," Woodford said.

Based on his trip "down under," Woodford said, "the philosophy of the CAA people I met is much like that of most of us in the FAA.

"They want their agency to be the best it can be. For me this was a

continued on page 5

ASD Awards *continued from page 1*

Those who received ASD awards went on to compete for higher honors from ASD's parent organization, System Development, AXD.

The ASD event in the General Services Administration auditorium was followed by a reception for all ASD employees. Honorees from the AXD ceremony, held in September, will appear in the next issue of *Intercom*.

ASD Honorees

Outstanding Leadership

Steve Zaidman

Outstanding Innovator

Kenneth Geisinger

Team Achievement

APM-200 Team

Stella Burrows, Eldon F. Fisher

Kenneth Frengs, Edward Harris

Deborah Herbert

Carrol McCollough, Vernell Neal

John Rybka, Margaret Volk

Volunteer and Community Service

Melissa Edwards

Human Relations Achievement

Lillian Cooper

Secretarial Accomplishment

Verdell Tatem

Administrative Excellence

Jacqueline Herbert

Technical Support

George Booth

Technical Publication

Ronald Lofaro

Distinguished Service

George Barboza

Significant Contributor to ASD

Dennis Hupp, Dan Kinder

Ron Morgan, Paul Rosenwald

Frank Tung, Randall Wiken

Associate Administrator Awards

Patricia Buckler, James Cain

Yong Cha, Peter Challan

Rochelle Claypoole, Phil De Cara

Darlene Hunter, James Jamitis

Hugh O'Neill, Norbert Owens

Janice Peters, James Rogers

John Scardina, Norman Solat

Nicholas Stoer, Connie Triplett

Robert Wein, Royle Wilkerson

Jim Cain, right, receives an Associate Administrator Award from Marty Pozesky.



Ron Lofaro was honored with the Technical Publication Award.

Nominees for the Administrative Excellence Award were, left to right, Deborah Herbert, Jacqueline Herbert, Helene Caton, Connie Triplett and Carol Tucker.



Steve Zaidman was singled out for ASD's Outstanding Leadership Award.

Job Survey Shows Dip in Employee Satisfaction *continued from page 1*

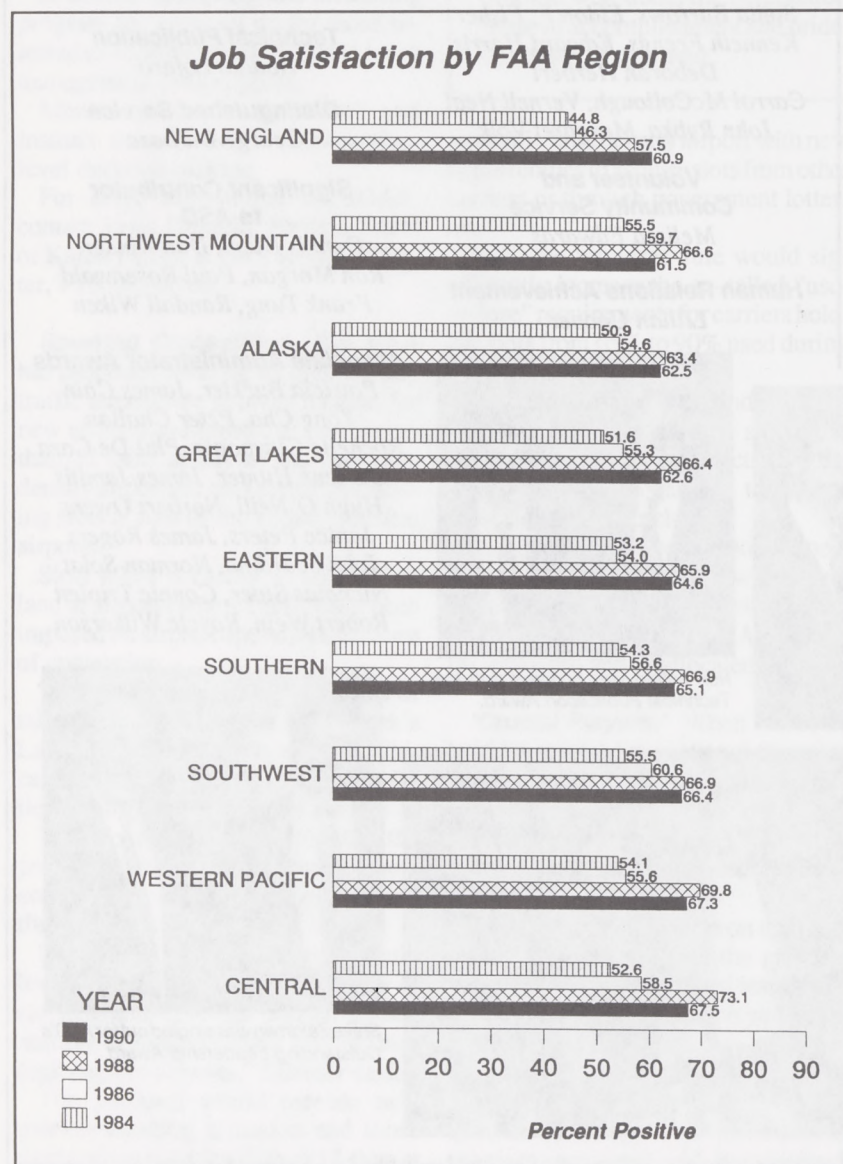
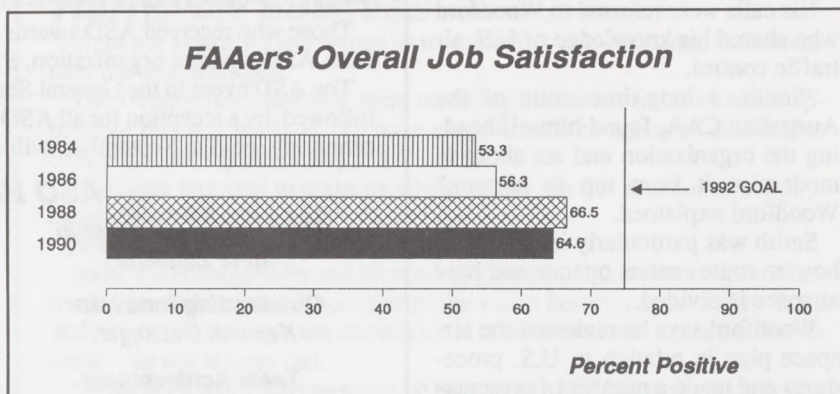
including satisfaction with the work itself, the work group, supervision, management, the organization, pay, benefits and federal issues.

About 71% of the 8,000 who received the survey filled it out and returned it.

When asked the specific question if they like the kind of work they are doing, 91% answered positively.

That's a very high number, say the survey's analysts at the Civil Aeromedical Institute in Oklahoma City.

It's the same percentage of FAAers



who said they liked the kind of work they do in the 1988 Job Satisfaction Survey. "It's an amazing figure," says survey analyst and psychologist Dr. Jennifer Myers. "That's about as high as an organization can go."

Four groups improve

The agency-wide decline in overall job satisfaction, however, was not shared by all the regional and occupational groups that were examined.

Four groups – New England Region, Washington Headquarters, Flight Standards field employees and the Aeronautical Center in Oklahoma City – showed some increases in overall job satisfaction.

All of those groups, with the exception of the Aeronautical Center, had been targeted after the 1988 survey for special attention from senior management.

Negligible impact

Although the survey was conducted at the end of 1990 when Congress and the White House were grappling with a federal budget crisis and all federal agencies, including the FAA, had set up plans for possible employee furloughs, the impact of these concerns on overall job satisfaction was negligible, the survey analysts say.

The results suggested that FAA employees separated issues under control of the FAA from those determined by Congressional and Presidential action.

During the budget crisis, FAA Administrator James Busey told employees on numerous occasions that

the agency was doing everything to avoid employee furloughs.

The survey also showed that relatively more FAAers said they were satisfied with the work itself, coworkers and supervisors in comparison to attitudes expressed about the organization, management, their pay and federal issues that affect government workers.

Strong points

The survey pointed up several strengths and weaknesses.

In addition to the fact that 91% of FAAers said they like the type of work they do, here are some other pluses the survey turned up.

→ 85% said they used their skills and abilities in their jobs.

→ 84% said they experienced personal accomplishment from their work.

→ 78% said their job is challenging.

→ 83% felt their supervisor is a person they can tell their ideas to.

→ 75% said their supervisor sets a good example, understands their views and successfully balances people with jobs.

→ 78% said the FAA is successful in its mission.

Weak links

On the down side, the survey showed these results.

→ Less than half of the FAAers who answered the survey felt that the best qualified people were promoted or filled supervisory positions.

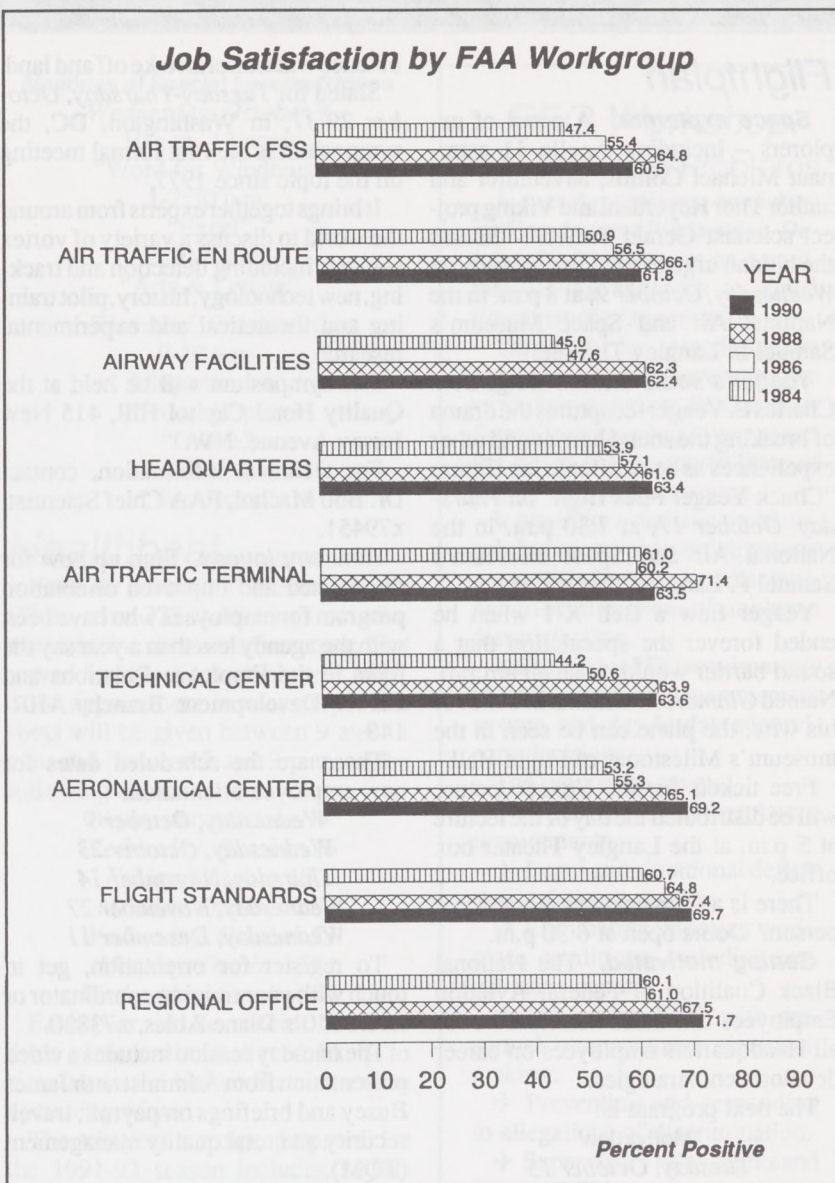
→ 50% said management acted on the results of the previous Job Satisfaction Survey taken in 1988, and 32% thought management would use the current survey's information.

→ 46% said management encourages hard work, and 52% said management rewards good performance.

→ About half said their supervisors provided useful counseling, help with their careers and quality feedback.

→ 46% felt the FAA is committed to people, 45% said the agency considers the impact of change on its employees and 41% said the FAA is making positive changes in its emphasis toward managing people.

Two days of survey briefings were provided to associate administrators, office directors and service directors in



Washington, DC, at the end of August.

National, regional and occupational group reports have been distributed to human resource management offices in Headquarters, the two centers and the regions.

Highlights from page 3

wonderful opportunity to get a look at another system from the inside, and I really appreciated the experience."

Minority Businesses. The DOT and FAA marked Minority Enterprise Development Week, September 22-28.

DOT Secretary Sam Skinner, in a memo to employees, said minority and women entrepreneurs are a "dynamic force in the marketplace, bringing products and services into our economy and providing training and jobs for thousands of workers."

He said the DOT "will continue to expand opportunities for minority and women entrepreneurs' participation in our programs as well as in all transportation fields."

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

Flightplan

Space explorers. A panel of explorers – including Apollo 11 astronaut Michael Collins, adventurer and author Thor Heyerdahl and Viking project scientist Gerald Soffen – discuss the human urge to visit new worlds on *Wednesday, October 9*, at 8 p.m. in the National Air and Space Museum's Samuel P. Langley Theater.

Yeager's sonic drama. Brig. Gen. Charles E. Yeager recaptures the drama of breaking the sound barrier and other experiences as a test pilot in his lecture "Chuck Yeager Flies High" on *Thursday, October 17*, at 7:30 p.m. in the National Air and Space Museum's Samuel P. Langley Theater.

Yeager flew a Bell X-1 when he ended forever the speculation that a sound barrier would crush an aircraft. Named *Glamorous Glennis* in honor of his wife, the plane can be seen in the museum's Milestones of Flight Hall.

Free tickets for the Yeager lecture will be distributed the day of the lecture at 5 p.m. at the Langley Theater box office.

There is a four-ticket maximum per person. Doors open at 6:30 p.m.

Getting motivated. The National Black Coalition of Federal Aviation Employees continues its seminars for all Headquarters employees on career development strategies.

The next program is:

'Motivation'

Tuesday, October 15

11 a.m. to 12:30 p.m.

Headquarters room 8ABC

It is part eight in the first of three training modules designed to aid employees in career development.

The modules are approved by the Employee Relations and Career Development Branch, AHR-140, to be included in employees' training histories.

Contact Diane Ables, x73880, or Margarete Berrios, x78757, for more information.

Turbulence conference. The FAA is sponsoring an international symposium on the problems posed by air tur-

bulence when aircraft take off and land.

Slated for *Tuesday-Thursday, October 29-31*, in Washington, DC, the symposium is the first formal meeting on the topic since 1977.

It brings together experts from around the world to discuss a variety of vortex subjects including detection and tracking, new technology, history, pilot training and theoretical and experimental research.

The symposium will be held at the Quality Hotel Capitol Hill, 415 New Jersey Avenue, NW.

For technical information, contact Dr. Bob Machol, FAA Chief Scientist, x79451.

New employees. Sign up now for the revised and improved orientation program for employees who have been with the agency less than a year say the folks in the Employee Relations and Career Development Branch, AHR-140.

These are the scheduled dates for new employee orientation.

Wednesday, October 9

Wednesday, October 23

Thursday, November 14

Wednesday, November 27

Wednesday, December 11

To register for orientation, get in touch with your training coordinator or AHR-140's Diane Ables, x73880.

The one-day session includes a video presentation from Administrator James Busey and briefings on payroll, travel, security and total quality management (TQM).

New employees can also learn about training and career development opportunities, employee benefits and the Employee Assistance Program.

In this revised orientation, those new to the FAA should gain the employee and organizational information they need to know as soon as possible after starting their jobs at the agency.

Managers meetings. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor.

All members are urged to attend and bring a guest.

The next meetings are:

Wednesday, October 16

Wednesday, November 13

Wednesday, December 11

Communicators meet. The Federal Aviation Club International Training in Communication, ITC, meets *each Wednesday* from 12 noon to 1 p.m. in the Headquarters ninth-floor conference room.

The group aims to develop leadership skills, including communication skills as a speaker and a listener.

Members learn to speak in front of an audience and gain effective organizational techniques.

Point of contact is Len Baker at (202) 479-6884.

Hispanic meeting. At Headquarters, monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the *first Tuesday* of each month in conference room 1030 at noon as follows:

November 5 and December 3

Pat Myers, x77882, can be contacted for additional information.

Targeting explosives. FAA's Aviation Security Research and Development Service will host the first international symposium on "Explosives Detection Technology" on *Wednesday-Friday, November 13-15*, at the Sands Hotel in Atlantic City, NJ.

Those interested in attending and/or submitting papers should contact Glenn Manoff at (609) 482-9550 or Siraj Khan at (609) 484-6825 for information.

International experts in aviation security, physics, electrical and electronics engineering and systems integration will discuss an array of technologies to improve explosives detection equipment and aid the human screener.

Have an item? *Intercom* gladly runs announcements of events 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 911, or call x78521.

Flightplan

Women's week. DOT observes the 10th anniversary of Federal Women's Week, *October 21-25*, with three hour-long career and self-improvement workshops.

This year's theme is "Women - Dynamic, Diverse, Shattering Myths."

The DOT Federal Women's Program Managers Intra-Departmental Council is sponsoring a workshop on *Wednesday, October 23*, and two workshops on *Thursday, October 24*.

These educational, career and self-improvement workshops focus on issues concerning women but include information for all DOT employees.

Here is the schedule.

Wednesday, October 23
'Women's Employment - Workforce 2000'

Presented by Michael Williams
Department of Labor
Women's Bureau
10-11 a.m.

Nassif Building, room 4200

Thursday, October 24
'Making It Happen'

Presented by Jill Contrel
Toastmasters International
10-11 a.m.

Nassif Building, room 9230

'The Promotable Woman - What Makes the Difference?'

Presented by Dr. Janet Vitalis
Management Training Systems
2-3 p.m.

Nassif Building, room 9230

OATS users group. An OATS users group meeting is set for *Wednesday and Thursday, October 9-10*, at FAA Headquarters in conference room 8ABC.

The group aims to identify people who are using OATS hardware and software so they can share information on how OATS is being implemented in the FAA.

Here's the agenda.

Introduction: Purpose of the group and a discussion on future directions.

Wednesday, October 9
9-10 a.m.

Meetings of Special Interest Groups

Wednesday, October 9

10 a.m.-12 noon

"Word for Windows"

1-2:30 p.m.

"Excel"

2:30-4 p.m.

"Arts & Letters"

Thursday, October 10

9-10 a.m.

"Superbase 4"

10 a.m.-12 noon

"Oracle"

1-3 p.m.

"StarGroup"

Healthbeat

Free flu shots. The FAA Health Clinic, room 327, is offering free influenza vaccine shots on a first come, first served basis to FAA employees *only*.

No appointment is necessary. The shots will be given between 9 and 11 a.m. and between 2 and 3 p.m. on the following days:

Wednesday, October 9

Wednesday, October 16

Friday, October 18

Monday, October 21

Wednesday, October 23

Monday, October 28

Wednesday, October 30

Each year the flu vaccine contains three virus strains believed likely to circulate in the United States over the upcoming winter.

The trivalent vaccine prepared for the 1991-92 season includes A/Taiwan, A/Beijing and B/Panama.

People encouraged to get the shot are persons 65 years of age and older and those with chronic disorders such as pulmonary or cardiovascular disease, kidney disease, diabetes or anemia.

Those not eligible include persons with allergies to eggs, those who have been paralyzed with Guillain Barre syndrome, pregnant women, those currently ill or with a fever and those having a previous reaction to flu serum.

If you have questions about the flu or flu vaccination, please call your doctor before requesting the shot.

EEO Workshop

How To Solve Problems

A two-day training workshop on *Tuesday and Wednesday, October 29-30*, zeroes in on a problem-solving approach to Equal Employment Opportunity.

Targeted for Headquarters managers and supervisors, the workshop describes EEO and affirmative action employment and the rights and responsibilities of supervisors and managers.

It provides a realistic problem-solving approach to anticipate and respond to allegations of discrimination or other forms of employee dissatisfaction.

It also relates EEO requirements to FAA's personnel management system and day-to-day supervisory decisions.

The workshop covers:

→ Basic legal and regulatory requirements.

→ Legal and situational definitions of discrimination.

→ Eliminating improper workplace conditions, including sexual harassment.

→ Integrating EEO with personnel management decision-making.

→ Preventing and responding to allegations of discrimination.

→ Supervisory roles, rights and responsibilities.

→ Meeting personal, EEO and affirmative employment performance goals and objectives.

The workshop is limited to 25 and will be held at Lowes L'Enfant Plaza Hotel.

It is co-sponsored by the Headquarters offices of Civil Rights and Human Resource Management.

For more information contact Tina Stephens, ACR-9, x73253. To sign up, contact Diane Ables, AHR-140, x73880.

Helping Others

CFC Fun Run, Chili Cookoff on Tap

This year's Combined Federal Campaign is highlighted by several fun events in October and November.

The campaign kicked off on October 2. Here are some scheduled events.

Chili cookoff. Members of the Administrator's Management Team will compete in a chili cookoff at 11:30 a.m. on *Wednesday, October 16*, in conference rooms 5 ABC.

Pancake breakfast. A pancake breakfast to raise money for CFC runs from 7-9 a.m. in the second-floor cafeteria on *Tuesday, October 22*.

Halloween treat. It's trick-or-treat time for CFC at the DOT Day Care Center on *Thursday, October 31*. The event includes a costume contest.



Fun run. The annual CFC fun run is planned for *Wednesday, November 6*, at Haines Point.

Watch for posters and flyers with more information about these and other CFC events.

People

Leave donations. *Carrie Reilly*, manager of the Federal Air Marshal Branch, ACO-140, Office of Civil Aviation Security Operations, has been accepted into the leave donation program. She is caring for her critically ill husband, *Walt Greiner*.

Those wishing to donate annual leave to *Carrie* can get copies of the Leave Donation Form (OF 630-A) from *Marva Burgess*, ACZ-320, x79665.

Headquarters

Intercom

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(202) 267-8521

Fire Safety

End-of-Hall Stairs Provide Additional Building Exits

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

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

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.

During a fire drill at Headquarters last year, 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, stairways 1, 4, 5 or 8 can be used by those located nearby when the alarm bell rings.



October 7-11 is
National Fire Prevention Week.
Expect a fire drill at FAA Headquarters
sometime during the week.

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. Be alert to instructions from the building's fire wardens.

If are 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.

Survey Results: 94% of Headquarters FAAers Favor Longer Work Days, Shorter Work Weeks

The vast majority of Headquarters FAAers say they'd like to work longer days to get time off during the regular work week.

That's a result of an employee survey distributed to 3,000 employees at Headquarters earlier this year.

The survey was returned by 1,952 FAAers, a very high return rate - 66%. Here are the results:

→ 94% of those responding said they favored alternative work schedules.

→ 6% said they were opposed to any form of an alternative work schedule.

Of those who favored a different schedule, here's how the work hours broke down, not including the half-hour lunch break.

→ 66% said they preferred to work eight nine-hour days, one eight-hour day and take one workday off during a two-week period.

turn to Work Survey on page 6

October 15, 1991



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom

Top Management Update

Del Balzo Gets More Agency Responsibilities



Several additional organizations now report to Joe Del Balzo.

FAA has made several major organizational changes geared to improve operations by integrating the agency's management structure and streamlining its acquisition process.

Administrator James Busey announced the changes on September 30.

They cover these areas.

System Operations

→ Joe Del Balzo, formerly Executive Director for System Development, became Executive Director for System Operations.

→ In addition to overseeing the Air Traffic, Airway Facilities and System Capacity

turn to Management Changes on page 2

Diversity

Hispanic Heritage Adds Texture to FAA's Fabric

People used to talk about the United States as a melting pot.

That's changed, and FAA Deputy Administrator Barry Harris applauds the change.

In the past, Harris said, "we expected everyone who arrived on our shores to abandon their culture and heritage and become 'Americanized.' I don't know whether our values have changed or we've developed a new wisdom. Whatever it is, it is for the better."

Harris made his comments during the FAA Headquarters celebration of National Hispanic Heritage Month at a

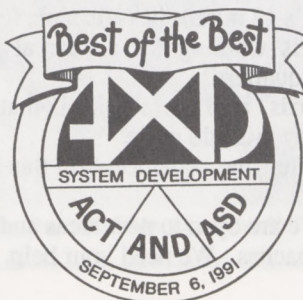
turn to Diversity on page 2

AXD's 'Best of the Best'

24 FAAers Honored at System Development Organization's Awards Ceremony

Twenty-four FAAers were singled out as the "best of the best" and won praise from top DOT and FAA officials as they received honors during the 2nd Annual System Development Awards Ceremony.

"It's true, the world is always looking for heroes . . . in System Development you don't have to look very hard or very far to identify the System Development heroes of today," said Joe Del Balzo, then Executive Director for System Development, who hosted the



September 6 event.

Giving out the peer-nominated awards, Del Balzo told the group, "is far and away the happiest experience of the year."

DOT Secretary Sam Skinner was a special guest.

Before announcing the winners, Del Balzo praised the recipients as those who "came closest to fulfilling and living our new philosophy."

turn to AXD's Best on page 3

Diversity *from page 1*

Washington, DC, ceremony on September 24.

The Deputy Administrator emphasized the value of maintaining and fostering cultural diversity in the nation and the FAA.

"We are beginning to see that the individual threads add texture and richness to the overall fabric that is the United States of America.

"We are not a melting pot; we are a rich and wonderful tapestry unlike any other in the world," Harris told FAAers.

Although the nation and FAA have changed course by encouraging diversity, Harris said the agency has a long way to go.

Hispanics are among the nation's fastest growing minorities but are underrepresented in government.

"It's a national problem, not just an FAA problem," Harris said.

In the last decade the nation's Hispanic population grew by 53% and

'... we are a rich and wonderful tapestry unlike any other in the world.'

Barry Harris
FAA Deputy Administrator

today accounts for 8.9% of the country's work force.

Hispanics represent 5.5% of all federal employees. Harris pointed out that Hispanics "distressingly" only account for 3.7% of the FAA work force.

He talked about several steps the FAA is taking to boost Hispanic employment, including:

→ Strengthening the agency's recruitment team, which now numbers 22 nationwide.

→ Cooperating with colleges and universities to set up more cooperative education programs to boost the number of minorities and women in FAA technical jobs.

→ Working on a new way of finding potential air traffic controllers by targeting recruitment efforts in minority

Management Changes *continued from page 1*

organizations, Del Balzo assumes responsibility for two other key operating units - Aviation Standards and Regulations and Certification.

"The associate administrators will continue to be responsible for the daily operations of their organizations," said Busey. "Mr. Del Balzo will set broad agency policy and ensure that our long- and short-term planning considers the needs of all the operating organizations."

→ Regional administrators now report to Del Balzo. They "continue to serve as the 'eyes and ears' of the Administrator," Busey said. "However, they will now have an enhanced role in issues that cross organizational lines within their areas of geographic responsibility."

→ The NAS Support Division, ALG-200, and the Headquarters Building Management Division, ALG-500, are reassigned to the Associate Administrator for Airway Facilities.

→ Included in the expanded directorate for System Operations is the Aeronautical Center in Oklahoma City.

System Development

→ The contracts function was reassigned to the Executive Director for System Development placing the development and acquisition of major systems under a single senior agency executive.

→ John Burt, Executive Director for Acquisition, has responsibility for integrating the contracts function into the System Development (AXD) organization.

→ The Executive Director for System Development position will be advertised as soon as possible.

→ The procurement law division continues to report to the Chief Counsel, but an "enhanced dotted line relationship will be established between the legal staff and the program managers," Busey said.

→ The parts composing System Development are to be relocated at a single site, along with the legal staff.

→ The agency's Chief Scientific and Technical Adviser for Human Factors is reassigned to AXD.

Human Resource Management

→ The director of the Center for Management Development was reassigned to the Associate Administrator for Human Resource Management. The remaining vacant executive director positions were abolished.

communities and educational institutions.

While Harris said this new air traffic controller "screen" is still being tested, he predicted it has "spectacular promise."

→ Taking advantage of intern programs. This year, for example, one of DOT's 13 interns is a Hispanic female who is working for a year at FAA Headquarters.

Harris also emphasized that the agency must do more.

He left the audience with this message.

"We are open to new ideas and new approaches. We need your help. The

solutions aren't always difficult. Most of the time they're simple - simple, but not easy. But if we work together I'm confident we can make a difference."

A Story of Courage

Next week in *Intercom*: The story of Everett Alvarez, a Hispanic naval officer who spent eight-and-a-half years as a prisoner of war in North Vietnam.

Alvarez was the keynote speaker at FAA's National Hispanic Heritage Month ceremony on September 24.

AXD's Best *continued from page 1*



DOT Secretary Sam Skinner, far right, and FAA Executive Director Joe Del Balzo, far left, congratulate recipients of AXD's Team Achievement Award.

Highlights

More Accolades. The awards and honors keep coming for FAA's Spann Watson, who plans to retire next August after 50 years of federal service.

Watson has gained national fame as one of the Tuskegee Airmen and served in combat in World War II in the 99th Fighter Squadron and the 332nd Fighter Group of elite black pilots.

Last year, Watson received the "Elder Statesman of Aviation" award from the National Aeronautic Association.

He is the first black to win the honor since the accolade was established in 1954. Since then Watson has remained in the aviation limelight.

On August 10, he received the Brigadier General Noel F. Parrish Award from Chairman of the Joints Chiefs of Staff General Colin Powell and Parrish's widow, Florence.

The award, a gold medallion, exemplifies the "Tuskegee Spirit" of integrity, perseverance, moral courage and performance excellence.

The award perpetuates Parrish's memory and his intrepid stand against racial barriers in the armed services during World War II.

Just a few days later on August 14, Watson's coworkers helped celebrate his 75th birthday at Headquarters.

FAA Administrator James Busey
turn to Highlights on page 4

He said he was proud to be a part of AXD adding, "I hope I do as good a job representing all of you as you do every-day."

The colorful event was held at the Ramada Renaissance Techworld in Washington, DC.

The U.S. Army Band presented the colors, and Sandra Buchanan of the FAA Chorale sang the national anthem.

The finale was highlighted by the chorale's rendition of the FAA theme song.

At the end of the ceremony, Del Balzo also took the opportunity to present the Distinguished Career Service Award to James Demaree, who retired from the Technical Center earlier this year.

AXD Honorees

Outstanding Leadership

Ron Esposito, ACM-300

Outstanding Innovator

Ken Geisinger, AOR-100

Volunteer and Community Service

Rosanne Weiss, ACD-330

Equal Employment Opportunity Excellence

Hannah Dixon, ACN-340

Human Relations Achievement

Margaret D'Ambra, ACT-9

Lindsey Smith, AND-20

Secretarial Accomplishment

Gail Johnson, ANC-500

Administrative Excellence

Donna Tropicano, ACA-1

Technical Support

Carolyn Strano, AAP-200

Distinguished Service

Richard Marek, AAP-420

Technical Publication

Ron Lofaro, ARD-200

Team Achievement

Carl Genna

John Henry

Robert Marks

Michael Roames

all of ACM-410

Friend of AXD

Dan Kinder, APM-110

Randall Wiken, ARD-100

Executive Director's Award

Individual Honor

Norman Fujisaki, AOR-2

Executive Director's Award

Group Honor

John Bisaga, ANC-100

Rodman Gill, ANN-1

Terry Hannah, ANA-1

Michael Perie, AAP-1

Alvin Thomas, ANW-1

Carey Weigel, ANR-1



More than 400 FAAers from the AXD organization attended the awards ceremony.

Highlights *from page 3*

stopped by to congratulate Watson and tell him of the agency's pride in his work.

Since then, Watson was honored by the Congressional Black Caucus at a Capitol Hill reception as one of the surviving members of the 99th.

Then he received the Presidential Citation Award for contributions to youth programs

The honor was presented by the National Air Force Association for Watson's work through the local chapter at Andrews Air Force Base.

This month, Watson is again project officer for the chapter's Harvest Moon Ball. *See Flightplan on page 7.*

On August 8, 1992, Watson will retire at a ceremony at Bolling Air Force Base. Watson will be the last member of the 99th to leave federal service after completing 50 years.

Watson works in Air Traffic Systems Management, ATM-420.

Green Light. The massive telephone outage in New York City last month has spawned a new agreement between the DOT and General Services Administration on how the FAA can develop and acquire a highly reliable, state of the art telecommunications system for air traffic control.

On September 17, a massive AT&T phone outage disrupted FAA air traffic control facilities in the New York area, forcing hundreds of flight cancellations in the Northeast and stalling air traffic nationwide.

AT&T blamed the outage on a series of human, technical and mechanical failures that caused a power failure at a major telephone switching station.

GSA and FAA had been in negotiations over air traffic control telecommunications for several weeks prior to the outage.

Since then, the DOT and GSA have issued a memorandum of understanding that allows the FAA to proceed to acquire a new nationwide communications systems called LINCS, the Leased Interfacility National Airspace Communications System.

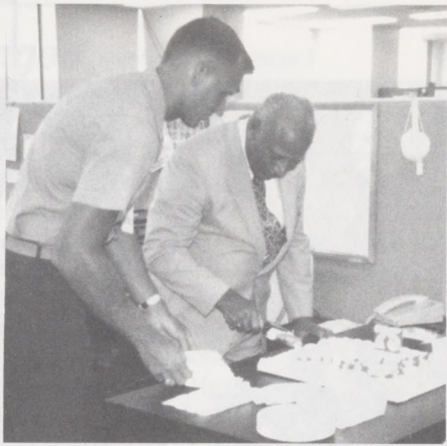
This delegation of authority from the



General Colin Powell, Chairman of the Joint Chiefs of Staff, salutes Spann Watson for receiving the Parrish Award. Watson accepted the honor at the combined National Convention of Tuskegee Airmen and Association of Black Airline Pilots.



Administrator James Busey congratulates Spann Watson during Spann's 75th birthday party on August 14.



Coworkers presented Spann Watson with a cake at FAA Headquarters to mark his 75th birthday.

On the Move. Elaine Chao, DOT Deputy Secretary, is moving to the Peace Corps.

President Bush recently announced his intention to nominate her as director.

Chao became DOT Deputy Secretary in 1989 and held previous positions as chairman of the Federal Maritime Commission and Deputy Administrator of the Maritime Administration.

In leaving the DOT, Chao said, "It has been a great privilege and pleasure for me to work with the many outstanding people at the Department.

"Many warm friendships have been built over the years, and I will miss you all."

Better X-Ray Machines. The FAA has issued a regulation designed to replace older airline X-ray screening machines to improve security.

The new rule requires that all X-ray luggage screening systems airlines use meet current standards for clarity of detail in the X-ray picture.

It eliminates a "grandfather" clause that had allowed an exception to meeting current standards for systems that were in use prior to July 22, 1985.

It does, however, allow the use of some older systems that meet those standards.

"This action represents another step

turn to Highlights on page 6

GSA is based on the FAA's unique mission which requires a special purpose network for use in protecting air traffic and national security.

Under the agreement, the FAA also commits to convert at least 1,100 intercity circuits to the FTS 2000 system as soon as possible.

The agency also agrees to use FTS 2000 services consistent with air traffic control safety and reliability requirements. It is the federal government's intercity telecommunications network to which AT&T and Sprint provide services.

In announcing the DOT-GSA pact, DOT Secretary Sam Skinner said the agreement represents "a reasonable, good-government solution to the issues involving FAA's procurement of telecommunications services."

GSA Administrator Richard Austin said, "With this agreement, FAA will have all of the benefits of FTS 2000 as well as the ability to obtain those additional services to support its unique mission."

In a move that will significantly reduce airport noise across the country, the FAA has issued a rule requiring airlines to fly quieter aircraft by the year 2000.

The agency also issued another regulation specifying the procedures for airports to follow if they intend to impose new local noise or access restrictions.

'Historic milestone'

DOT Secretary Sam Skinner, who made the announcement on September 24, said the rule is a "historic milestone in continuing government and private efforts to reduce aircraft noise while enhancing capacity, service and competition throughout the aviation system.

"We have fulfilled our promise to Congress and the American people to formulate a balanced national noise policy," Skinner said.

The Aviation Noise and Capacity Act of 1990 requires all airlines to stop operating older, noisier "Stage 2" aircraft by the end of the next decade.

It also directed the FAA to formulate a regulation governing the transition.

When the transition to quieter "Stage 3" aircraft is complete, the number of people exposed to significant aircraft noise will be reduced from 2.7 million to 400,000 - an 85% decrease.

Quieter airports

FAA Administrator James Busey said the rules will result in "quieter airports and a smoothly functioning air transportation system, both of which are vital to the nation's well being."

The regulation sets out three interim compliance dates - 1994, 1996 and 1998 - and provides airlines with two options for meeting these interim dates.

Under the first option, an airline could eliminate or retrofit Stage 2 planes with hushkits or quieter engines.

An airline choosing this approach would be required to eliminate or retrofit 25% of its Stage 2 fleet by December 31, 1994; 50% by December 31, 1996; and 75% by December 31, 1998.

Under the second option, an airline would be required to achieve a 55% Stage 3 fleet by December 31, 1994; a

Noisiest Aircraft on the Way Out

Quieter Planes To Fly the Nation's Skies by the Year 2000

65% Stage 3 fleet by December 31, 1996; and a 75% Stage 3 fleet by December 31, 1998.

This fleet-mix option would give a growing airline the flexibility to comply with the interim dates by adding Stage 3 planes to its fleet, by eliminating or retrofitting Stage 2 aircraft or through a combination of the two.

The regulation includes provisions suggested by financially strapped airlines.

Airline credits

In response to comments received on the Notice of Proposed Rulemaking, the regulation includes authority for the DOT Secretary to waive an airline's compliance with the interim schedule under certain circumstances.

The rule also includes a system of internal "carry-forward" credits to

reduction consistent with a healthy, viable airline industry," Skinner said.

Currently there are approximately 2,270 Stage 2 aircraft in the U.S. fleet.

These include approximately 1,200 Boeing 727s, 401 Boeing 737-100s and -200s, 521 DC-9s, 93 DC-8s and 27 Boeing 707s. There are approximately 1,880 quieter Stage 3 aircraft, about 45% of the U.S. fleet.

The companion rule ensures that any new local noise or access restrictions are the result of a fair and open procedure.

Under the regulation, airports considering restrictions on Stage 2 aircraft will have to give public notice 180 days before such restrictions go into effect. All interested parties will be given an opportunity to comment about the proposed restriction.

Airports also will be required to analyze the costs and benefits of the proposal and possible alternatives to determine if noise benefits can be achieved through less restrictive means.

Voluntary agreements

Airports can impose restrictions on Stage 3 aircraft by reaching a voluntary agreement with the airlines or by obtaining the permission of the FAA.

The FAA will approve restrictions that are reasonable, non-discriminatory and non-arbitrary; consistent with efficient use of the nation's airspace; do not create an undue burden on interstate or foreign commerce or on the national aviation system; do not conflict with federal laws or regulations; and are the result of adequate public comment.

Wednesday Deadline

Intercom is published weekly.

The deadline for items is *no later than 11 a.m.* every Wednesday for inclusion in the next issue.

'We have sought in this rule to achieve a maximum possible noise reduction consistent with a healthy, viable airline industry.'

Sam Skinner
DOT Secretary

encourage airlines to put quieter Stage 3 aircraft into operation at the earliest possible date.

For example, if an airline exceeds the requirement for a given compliance date, it would earn a credit that it could apply toward meeting a future compliance date requirement.

Some in the industry argued that the lack of flexibility in the rule could force carriers with financial difficulties to cease service.

"We have sought in this rule to achieve a maximum possible noise

Work Survey Results *continued from page 1*

→ 63% said they like the "flexible" plan. Each pay period contains 80 work hours. These schedules allow flexibility in work hours by the day, week and biweekly according to the approval of managers.

→ The third most common choice, with 57% favoring it, was a schedule in which each week contains four 10-hour days with one workday off. Supervisors are responsible for approving the day off.

→ The current schedule, five eight-hour days a week, was the least preferred, with 38% favoring it.

Why do Headquarters FAAers want alternative work schedules?

→ 87% said it would give them more flexible personal time.

→ 59% cited lower commuting costs.

→ 54% indicated it would improve morale and help employees meet family commitments.

→ 53% said it would help reduce traffic congestion.

→ 48% indicated it would make time available for health care.

→ 47% answered that it would improve productivity.

→ 31% indicated they would use less sick leave.

→ 26% said it would allow more time for education.

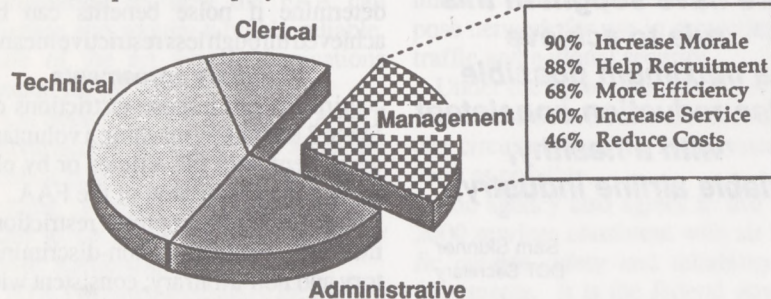
→ 11% said it would reduce child care costs.

→ 10% answered it would help carpool compatibility.

Those answering the survey were distributed this way: 37% had technical jobs, 26% were managers, 24% held administrative jobs and 12% were clerical workers.

The survey was developed by the Headquarters Employee Participation Group (EPG) with the cooperation of the Human Resource Management Division.

The Headquarters EPG is preparing to brief the Administrator on the survey results and request that alternative work schedules be approved for Headquarters employees.

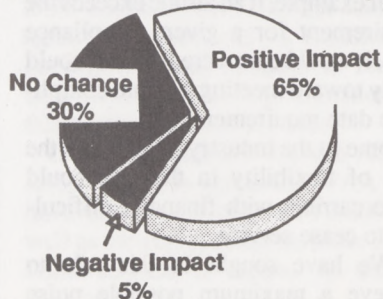


Management's Perspective: Advantages of Alternative Work Schedules

Headquarters managers who answered the survey indicated that increased morale is a major advantage of alternative work schedules. The chart above shows other advantages from management's perspective.

Impact on Ability To Do the Job

Slightly more than 65% of those who responded to the survey thought alternative work schedules would make a positive impact on productivity. See chart at the right.



Highlights *from page 4*

in our comprehensive efforts to improve all facets of civil aviation security," FAA Administrator James Busey said.

"Upgrading X-ray systems provides additional safety for the traveling public."

While some older systems meet the new standards, the FAA estimates that about 114 X-ray systems now in use by U.S. and foreign air carriers will not.

Replacement costs are estimated at \$32,000 per unit.

The rule applies to domestic and foreign airlines operating in the United States. Airlines have six months to replace outdated equipment.

New Coalition Officers. The National Black Coalition of Federal Aviation Employees elected several new officers at its recent St. Louis conference.

Assisting current president *Evelyn Washington* – a career development specialist in Southwest Region's Air

Traffic Division – are the leaders elected for this term:

Jesse Statham
Vice-president

Statham is a supervisory air traffic control specialist at the Lincoln, NE, tower.

Sandra Gould
Secretary

She is the training specialist for Central Region's Air Traffic Division in Kansas City.

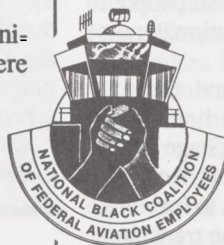
Ruth Robinson
Membership coordinator

Elected to a second term, Robinson is an en route flight advisory specialist in the Columbia, MO, Automated Flight Service Station.

Sandra Campbell
Education, recruiting
and training coordinator

Campbell, also elected to a second term, is Central Region's public affairs officer.

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



Healthbeat

Give blood. The Red Cross blood-mobile will be at FAA Headquarters on *Wednesday, October 23*, in conference room 5 ABC from 9:30 a.m. to 2:30 p.m.

With blood supplies low, FAAers are urged to donate.

Sign up on roster sheets provided by office recruiters or at the Health Unit, room 327.

Free flu shots. The FAA Health Clinic, room 327, is offering free influenza vaccine shots on a first come, first served basis to FAA employees only.

No appointment is necessary. The shots will be given between 9 and 11 a.m. and between 2 and 3 p.m. on the following days:

Friday, October 18

Monday, October 21

Wednesday, October 23

Monday, October 28

Wednesday, October 30

The trivalent vaccine prepared for the 1991-92 season includes A/Taiwan, A/Beijing and B/Panama.

If you have questions about the flu or flu vaccination, please call your doctor before requesting the shot.

Flightplan

Harvest ball. "The Airmen of Note" dance band highlights the annual Harvest Moon Ball on *Saturday, October 19*.

FAAers are invited to the event. Cocktails begin at 6:30 p.m., dinner at 7:30 p.m., followed by dancing.

The event will be held at the Andrews Air Force Base Officers' Club.

It is sponsored by the local chapter of the Air Force Association.

Cost is \$30 per person. To make reservations or for more information, contact Spann Watson, Headquarters, room 612A, x79327 or (202) 554-3905.

Marketing strategies. The Federal Laboratory Consortium fall 1991 meeting is scheduled for *Monday through Thursday, November 4-7*, in Atlantic City.

This year's theme is "Marketing

Federal Technology: Strategies for Success."

Featured topics include marketing strategies, laboratory director's perspective and technology transfer for the future.

Keynote speaker is Dr. Robert White, Undersecretary of Commerce for Technology. Invited speakers include DOT Secretary Sam Skinner.

The registration deadline for FAAers is *Friday, October 18*. For more information, contact Robbin Kuchova, FTS 482-6922 or (609) 484-6922.

EEO problems? A two-day training workshop on *Tuesday and Wednesday, October 29-30*, zeroes in on a problem-solving approach to Equal Employment Opportunity.

Targeted for Headquarters managers and supervisors, the workshop describes EEO and affirmative action employment and the rights and responsibilities of supervisors and managers.

It provides a realistic problem-solving approach to anticipate and respond to allegations of discrimination or other forms of employee dissatisfaction.

The workshop is limited to 25 and will be held at Lowes L'Enfant Plaza Hotel. It is cosponsored by the Headquarters offices of Civil Rights and Human Resource Management.

For more information contact Tina Stephens, ACR-9, x73253.

To sign up, contact Diane Ables, AHR-140, x73880.

Shattering myths. Three hour-long career and self-improvement workshops are on tap to mark Federal Women's Week, *October 21-25*.

This year's theme is "Women - Dynamic, Diverse, Shattering Myths."

These educational, career and self-

improvement workshops focus on issues concerning women but include information for all DOT employees.

Wednesday, October 23

"Women's Employment - Workforce 2000"

10-11 a.m.

Nassif Building, room 4200

Thursday, October 24

"Making It Happen"

10-11 a.m.

Nassif Building, room 9230

"The Promotable Woman - What Makes the Difference?"

2-3 p.m.

Nassif Building, room 9230

Black coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meetings on *Tuesday, November 5*, and *Monday, December 2*, in conference rooms 9 AB from 12 noon to 1 p.m.

For more information, contact Marcia Adams, x73488.

Women's program. Sandra Campbell, public affairs officer for the Central Region, is scheduled to speak during Federal Women's Week, beginning *October 21*, at Headquarters.

Gloria Brown, x73482, has details.

The theme is "FAA Women: Diversified and on the Move."

FWPC meetings. The Federal Women's Program Committee has scheduled its monthly meetings for the year.

They are scheduled on *Wednesday, November 6*, and *Wednesday, December 4*, starting at 11 a.m. in the Civil Rights conference room.

People

Leave donations. Long-time FAAer Diane Ravenscroft, Flight Standards Service, is eligible to receive leave donations.

During this last year Diane has battled cancer.

FAAers interested in donating annual leave to Diane are asked to complete Optional Form 630-A, available from AFS-13, room 301.

Contact Joyce Hall or Connie Brown, x78441.

Headquarters

Intercom

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FAA Remembers

Keith Potts. B. Keith Potts, FAA Assistant Administrator for Aviation Safety, died on Saturday, September 28, after a long illness. He was 61.

A Nebraska native, he joined the FAA in 1957. His 34-year federal career started as an air traffic controller in the Midwest.

In 1986 as Deputy Director of the Western-Pacific Region, Mr. Potts was instrumental in redesigning airspace in the congested Los Angeles Basin after a tragic aviation accident.

Later as Associate Administrator for Air Traffic, he managed an organization of 25,000 employees and over

Review (SSER) process in which government and nongovernment experts evaluate activities and processes directly affecting aviation safety in or near a facility or geographic area.

Coworkers remember him in the following comments from an editorial in the next edition of the *FAA Aviation Safety Journal*.

Mr. Potts started the publication to enhance formal aviation safety policy discussions with the commercial aviation community.



Keith Potts

'Working for Keith was very challenging. Given his energy, his ethic, his experience and intelligence, you knew you had to be on top of your work!'

*A tribute from an editorial in the
FAA Aviation Safety Journal*

700 facilities in an era when the FAA was rebuilding its controller work force, introducing new technologies in the National Airspace System and coping with rapid increases in aviation traffic.

Mr. Potts directed the development of the airport radar service areas (ARSAs) and initiated plans to reclassify and simplify the National Airspace structure.

The architect of a general flight rule that expanded aircrafts' use of altitude encoding equipment near high-density airports, he also played a major role in developing state-of-the-art air traffic control tower simulation at the FAA Academy.

As the Assistant Administrator for Aviation Safety, Mr. Potts established the National Aviation Safety Data Center and a Safety Indicators Program.

He also developed the System Safety and Efficiency

While pursuing aviation safety, Keith also demanded that all people be treated fairly and equally in the work place.

For example, Keith insisted that his managers show legitimate concern for equal employment opportunity, affirmative action, and diversity.

His point was straightforward: the quality of public service suffers if we seek the best from only a portion of the people; instead, get the best everyone has to offer.

Working for Keith was very challenging. Given his energy, his ethic, his experience and intelligence, you knew you had to be on top of your work!

However, provided you showed him you knew what you were doing, he backed you up all the way.

He never hesitated to take a controversial position or to ask the tough question if he thought it was the right thing to do.

Keith always demanded creativity and integrity from employees and held us to the same high standards by which he judged his own performance.

His contributions to aviation are matched by the respect of all those who had the privilege to work with him. The FAA, the entire aviation community, and the public have lost a valuable friend and advocate.

He is survived by his wife Mary Helen of Springfield, VA; a son, Randall C., of Victoria, B.C.; a daughter, Kimberly A. Adams, Everett, WA; a sister, Harriet Kingshorn, Fort Collins, CO; and a granddaughter.

Feedback

Have an Item? *Intercom* gladly runs announcements of events 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 911, or call x78521.

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. Call the PRIDE line, x77433.

Extra copies. Extra copies of past issues of *Intercom* are available from the display rack 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.



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

Pursuing the 'American Dream' A Hispanic Saga: The Thin Line Between Poverty and Destitution

When former Vietnam prisoner-of-war Everett Alvarez spoke to FAAers recently about Hispanic heritage, he told this gripping saga of poverty and the desire to succeed in the United States.

In a small village in Central Mexico before the turn of the century, there was a young boy named Jesus, barely 15 years old, and a young girl named Simona, who was just 12.

As the story goes, the two tried to elope, but their parents brought them back to the village and watched over them until Simona was 13 when the elders allowed the teenagers to marry.

Work was not always easy to find at that time. After a couple of years of trying to make a go of it, Jesus, like so many others from his village, worked
turn to Hispanic Saga on page 5

Highlights

Security Update. Federal security managers are on the job at 18 of the nation's major airports.

Since October 1, federal security managers have been acting as the FAA's focal point for security at the airports. They are responsible for coordinating many security functions.

"These federal security managers will help us assure that American air travelers get the best protection possible

turn to Highlights on page 2

FAAers Lauded for Contributions to Operation Desert Shield and Storm

Scores of Headquarters FAAers and more than 1,600 agency employees nationwide were praised for their efforts in Operation Desert Shield and Storm.

During an awards ceremony at Washington Headquarters, 90 individuals and organizations were honored for their work before and during the Persian Gulf War.

"Although you might not have made it on network television or didn't get a chance to march down Pennsylvania Avenue or up Fifth Avenue,"

Deputy Administrator Barry Harris told recipients, "your efforts made it possible for the entire Gulf operation to succeed."

Harris said the FAA takes "special pride" because it played a "key role" in the international effort.

He emphasized, "the common denominator up and down the line, from office to office, was the unselfish commitment and professionalism of FAA personnel.

"Many of you practically lived in our Headquarters building or in your facilities during this time, especially at the beginning."

Calling up the Civil Reserve Air Fleet "was nothing short of remarkable. Virtually, every soldier who went to the Persian Gulf went via the Civil Reserve Air Fleet."

Although Harris said that a year ago there was a "serious question" about whether the fleet could be activated

turn to Awards on page 4



Deputy Administrator Barry Harris congratulates Frank Hattfield, left, and David Kelch, right. They received Administrator's Superior Achievement Awards.



Highlights *from page 1*

against threats to civil aviation," Administrator James Busey said.

Among the security managers' responsibilities is coordinating airlines' job of screening passengers and luggage with the airport's job of keeping unauthorized people out of restricted areas.

Security managers are stationed at these airports:

Atlanta, Baltimore-Washington International, Boston, Chicago's O'Hare, Dallas-Fort Worth, Denver, Detroit, Honolulu, Houston International, Los Angeles and Miami.

Also, New York's Kennedy, San Francisco, San Juan, Seattle-Tacoma, St. Louis, Washington National and Washington Dulles.

In addition to federal security managers at airports, the Aviation Security Improvement Act of 1990 also required the FAA to station civil aviation security liaison officers at selected U.S. embassies to perform similar duties.

The agency has 11 liaison officers on duty overseas and soon will be adding six more.

A Record. The FAA cosponsored a record 17 Aviation Career Education (ACE) academies across the country this summer.

Total student enrollment was 446. Almost 55% of the young people attending were women and minorities.

An ACE academy is a one- or two-week program the FAA conducts in cooperation with colleges and universities or the Department of Defense to give young people a chance to explore FAA and civil aviation careers.

An upcoming *FAA World* will include pictures of the ACE academies' programs.

Disability Awareness. October is National Disability Em-

ployment Awareness Month in honor of working people with disabilities.

This year's theme is "From Americans with Disabilities Act to Empowerment: Work - the Key to Opportunity."

Currently the nation is preparing to implement the Americans with Disabilities Act (ADA), which prohibits discrimination against persons with disabilities.

A major provision of the law goes into effect in July of next year when employers of 25 or more will be required to give people with disabilities an equal chance at getting and doing a job.

There are an estimated 43 million people in the United States with disabilities. Here are some statistics:

→ People with hearing impairments: 22 million including two million who are deaf.

→ People who are totally blind: 120,000.

→ People who are legally blind: 60,000.

→ People with epilepsy: two million. Four out of five people with epilepsy do not have seizures because they take medication.

→ People who are partially or completely paralyzed: 1.2 million.

→ People who use wheelchairs: one million.

→ People with developmental disabilities such as cerebral palsy and mental retardation: 9.2 million.

→ People with speech impairments: 2.1 million.

→ People with mental retardation: Between two and 2.5 million people. Nine out of 10 people with mental retardation have mild retardation.

According to the National Institute on Mental Health, there are five million people with mental illness.

TQM Training. Since quality training is important at the FAA, the agency's Total Quality Management (TQM) awareness training has been revised and improved.

The first TQM class of facilitators using the new materials was held this summer.

Previously trained facilitators will receive updated training in the near future.

The redesigned training strategy shows that "quality" can be realized and achieved in the federal bureaucracy.

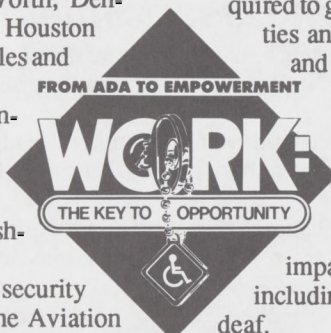
Also, it is giving the agency's diverse work force a common language and understanding to use in discussing and implementing TQM.

TQM trainees represent quality employees who will foster change and design a TQM implementation strategy to meet their organization's needs.

Here's how the training program has been working.

As individuals are trained, FAA forms its own pool of TQM facilitators.

From this pool, a networking system has been set up. The agency's own TQM facilitators support each other in



Recent TQM training graduates include, top row, left to right: Clay Deaton, James McMahon, Don Stadler, Jim Ayres, Debra Plymate, Joy Herndon, Barbara Edwards, Pat Abeyta, John Staples, Archie Muckle, Joe White and Holly Schnieder. Kneeling, left to right: Eileen Verna, Carol Dieterle and Richard Bair.

conducting training across FAA organizations.

The benefits are twofold:

→ Newly trained FAA employees support each other as "agents of change" by working together in designing and conducting training.

→ TQM facilitators from different agency organizations help breakdown communication barriers among FAA organizations.

Are You a Winner? FAA and other federal government organizations that show boosts in productivity or services, increase the quality of life for Americans and are cost-effective can compete for national awards.

The deadline for nominations is *Wednesday, December 11*.

The honor, the Public Service Excellence Award, is designed to highlight positive contributions public employees make to society.

Awards are given to federal, state and local government organizations and focus on groups to stress teamwork and cooperation. Groups of retired public employees may also compete.

The awards will be presented during Public Service Recognition Week next May 4-10.

At the national level, winning organizations will receive their awards at a special "Breakfast of Champions" in Washington, DC. It is sponsored by the Public Employees Roundtable, an association of groups of public employees dedicated to improving awareness of public service contributions.

Nomination forms are available from the Public Employees Roundtable, PO Box 6184, Washington, DC 20044-6184, (202) 535-4324. After November 8, call (202) 927-5000.

Show Your Colors. Agency workers traveling to the Aeronautical Center in Oklahoma City have a chance to stop by the FAA Employee Association bookstore located near the center's headquarters building.

The store carries a wide assortment of articles sporting the FAA logo including hats, jackets, windbreakers, jewelry and coffee mugs.

There's also a brochure that shows

the items and their cost and has ordering instructions.

Headquarters FAAers who want to take a look at the brochure, may contact *Larry Thompson*, ALG-220, x78838.

On-Time Specifics. Consumers who want on-time performance data for specific flights can call their airline ticket offices or their travel agents.

The information is available on the computerized reservation systems used by the agents.

While providing a summary of flight data in its monthly report, the department also maintains a file covering more than 20,000 flights. The information is available for inspection in room 4201 of the Nassif building, 400 Seventh Street SW, Washington, DC. To obtain all the flight information, computer tapes (\$150 per tape reel) and a complete printout (\$100 per copy) are available from DOT's Transportation Systems Center in Cambridge, MA.

Disability Rule. The DOT has issued a final rule implementing transportation provisions of the Americans with Disabilities Act of 1990. It will

improve transit service accessibility for people with disabilities.

"When the rule is fully in effect, it will be easier for people with disabilities to use public transportation to get to schools and jobs, as well as social, recreational and cultural activities," said DOT Secretary Sam Skinner.

A major part of the final rule requires most public and private operators of transportation systems - whether or not they receive federal financial help - to buy vehicles that are accessible to the disabled. The rule covers everything from Amtrak to shuttle buses between airports and hotels.

Aviation Prosperity. California has recognized the economic impact of its aviation and aerospace industries. It proclaimed October 6-12 "Aviation-Aerospace Week" in the state.

"This week of recognition from the people of California represents a golden opportunity for all of us to reflect on the industry's many contributions. It is clear that aviation-aerospace is a critically important element in our state's dynamic economy," said California Governor Pete Wilson.

Health Insurance Premiums Up 8%

Open Season Begins November 12

FAAers have an opportunity, beginning on *November 12*, to enroll in the Federal Employees Health Benefits program, change health plans or change options.

It's important to review health coverage since premiums will rise an average of 8% in January.

Health benefits open season runs from *November 12 through December 9*.

The 1992 Enrollment Information Guide and Plan Comparison Chart has been forwarded to all employees.

In conjunction with the open season, a Headquarters health fair will be held on *Tuesday, November 12*, from 9 a.m. to 3 p.m. in conference room 5 ABC.

Representatives from most of the

major plans will be there to answer questions and give specific information regarding their plans.

Capital Care will not participate in the program in 1992.

Employees covered by Capital Care must choose a new plan during the open season.

All changes made to health benefits will take effect on January 12, 1992.

Headquarters FAAers may pick up the Health Benefits Registration Form (SF-2809 Rev. June 90) beginning on November 12 in the Employee Relations Branch, AHR-140, room 516.

Questions about open season? Contact Charlene Warren, x73872, or Ida Mack, x73881.

Awards Go to FAAers for Persian Gulf Contributions from page 1

in today's environment, FAAers helped answer the question and proved that it has a "vital role" in the nation's defense.

The Deputy Administrator gave these statistics to highlight the effort:

→ American civil air carriers, as part of the Civil Reserve Air Fleet, safely transported more than 709,000 personnel and more than 126,000 tons of equipment and supplies.

→ More personnel and equipment were airlifted within the first three weeks of Operation Desert Shield than in the first three months of the Korean conflict.

→ By the sixth week, the United States had already airlifted the equivalent of the entire Berlin Airlift - an operation which had taken place over a 65-week period.

Before handing out awards, Harris pointed to some of the FAA's efforts.

→ The Emergency Operations Staff "expertly guided" the overall agency



critical fuel levels at key airports.

→ The agency's security organizations bolstered antiterrorism measures at airports.

→ Aviation Standards National Field Office workers spent weeks in the Gulf performing vital flight inspection missions for new navigation aids and approaches that the military was installing virtually on a daily basis.

→ Flight Standards worked in several areas, such as lengthening crew flight time limitations to allow the airlift to proceed.

→ The offices of the Chief Counsel and International Aviation performed "vital behind-the-scenes" services.

Here are the Headquarters award winning individuals and organizations.

Administrator's Superior Achievement Awards

Three Air Traffic employees received these awards for establishing and working at a command post to coordinate complicated military aircraft flights from early August through early October 1990. At first they worked 24 hours a day and then about 16 hours a day. They set up specific altitude reservations over the ocean and acted as problem solvers in domestic airspace. This team distinguished itself and the Air Traffic organization by its outstanding performance.

Frank Hatfield

Lieutenant Commander David Kelch

Harold Sell

All from the Office of Air Traffic System Management

Organizational Honorees

These organizations were recognized for an extended high level of contributions throughout the organization leading to the FAA's successful participation in Operation Desert Shield.

Assistant Administrator for Airports

Assistant Administrator for Aviation Safety

Office of the Chief Counsel

Office of Civil Aviation Security

Office of Government and Industry Affairs

Assistant Administrator for Policy, Planning and International Aviation

Office of Public Affairs

Associate Administrator for Administration

Associate Administrator for Air Traffic

Associate Administrator for Airway Facilities

Associate Administrator for Aviation Standards

Associate Administrator for Human Resource Management

Associate Administrator for Regulation and Certification

Office of Civil Aviation Security Intelligence

Office of Civil Aviation Security Operations

Office of Civil Aviation Security Policy and Planning

Office of Civil Aviation Security Program and Resource Management

Telecommunications Center

FAA Emergency Operations Center

FAA Records Center

Washington Operations Center

'Although you might not have made it on network television ... your efforts made it possible for the entire Gulf operation to succeed.'

Barry Harris
FAA Deputy Administrator

coordination among the military, private sector and other government agencies. They took a 39-year-old Civil Reserve Air Fleet plan and made it work.

→ Air Traffic did an "absolutely outstanding job" of supporting thousands of civilian and military airlift flights and tactical aircraft deployments.

→ The Office of Aviation Policy and Plans "worked round the clock" to make sure every Civil Reserve Air Fleet mission was properly insured.

→ Airport FAAers certificated essential military airfields and monitored

Individual Honorees

Individuals recognized represent FAAers whose job responsibilities changed dramatically during Operation Desert Shield/Storm. They successfully managed an enormous, ever-changing workload in a truly professional and dedicated manner.

Barbara Aleshire
 Mae L. Avery
 James A. Ayres
 Robert Baddy
 Renton S. Bean
 Stella E. Blount
 Richard Boyle
 Carl Burlson
 Benjamin Burton
 William O. Byberg
 Debra J. Campton
 David Catey
 Norman W. Cherry
 Tom Cornell
 David F. Correia
 Rick Cremer
 Ray Derby
 Debra Entricken
 Wes Euler
 Carey E. Fagan
 Donald K. Funai
 Paul B. Gallant
 Ronald Gatling
 Lonnie Gordon
 Patricia S. Graham
 Walter Greiner
 Francis A. Hamer III
 Kenneth Harris
 Milt Hill
 Steve W. Horton
 Brenda L. Howard
 Barbara J. Hudson
 Michael B. Jennison

Stephen Kamen
 David W. Kelch
 Jeff Klang
 Kenneth M. Marshall
 Jack L. Mills
 Fernando P. Montes
 Kris Morrin
 Danny E. Noel
 George Novak
 Michael O'Neill
 Lynne Osmus
 Max Payne
 LaShaune Powell
 Jim Riddle
 Jack Salata
 Thomas J. Schneider
 Harold W. Sell, Jr.
 Donald "Duke" Shepard
 Christopher Silva
 John Smith
 Carl Strombom
 John Thiem
 Douglas A. Thieman
 Carol A. Thomas
 Charles C. Trowbridge
 Bob Ullom
 Duane J. Van Etten
 Howard Vaughn
 Barbara S. Walthers
 Stanley R. Walus
 Spann Watson
 Bill Withycombe
 Susan Yagoda

Hispanic Saga *from page 1*
 his way north to find employment building railroads across the southwest of the United States.

For years, Simona lived like a young widow except when her husband would return for brief periods. She had one child after another.

Few of the children survived past early childhood. Smallpox, influenza, tuberculosis and cholera all took their toll in that little village. Finally, in 1915, with only two children out of 10 surviving, Jesus brought his family north.

They lived wherever railroads were

being built, moving from one location to another. They bedded down in narrow boxcars or tumble-down shacks. It was in these conditions, that more children were born, and the family began to grow.

That young couple, Jesus and Simona, were Alvarez's grandparents, and one of the children born in a shack along the railroad tracks was his mother.

"Like so many people had done before them, and like so many others have done since then, my grandparents migrated to this country looking for opportunity, pursuing their dream, a dream that we know as the American

dream," Alvarez told FAAers gathered on September 24 in the General Services Administration auditorium to celebrate National Hispanic Heritage Month which ended October 15.

"Success did not come easy," Alvarez told the group. His mother was barely four when her father died of pneumonia. For years, the family lived basically on money brought in by his mother's older brother until the girls reached the sixth grade and were old enough to drop out of school to pick fruit in California.

"One learned at an early age that thin line between poverty and destitution," Alvarez said.

His family, Alvarez recalls, "brought with them an indomitable spirit and a

***'It's a story of success,
 but not unique.
 It has been repeated time
 and again in American
 family histories.'***

Everett Alvarez

willingness to work hard to secure a better future."

Slowly their life began to change. When his mother was 17 she met Alvarez's dad and got married, but life was tough for everyone during the Great Depression.

Later Alvarez's grandmother and parents bought some property, with some very small houses, where Alvarez and his sisters grew up.

They went through public school, then on to college. Alvarez earned a bachelor's degree in electrical engineering and became a Navy pilot. His sisters earned master's degrees and eventually top-level positions.

"One can imagine my grandmother's and my parents' pride in us," Alvarez said.

He added that he shared the story with the audience "because I believe it captures the nature of the Hispanic experience in this country."

Observing Hispanic Heritage Month

turn to Saga on page 6

Saga *continued from page 5*

is one way, he said, of honoring America "by thanking those men and women of Hispanic heritage who have been in the lead, those who have set examples for each coming generation - like my grandparents and parents - those who have helped create a richer life for all of us.

"Perhaps most important, these observances are also a way for Hispanic-Americans to give thanks for the many opportunities that this nation has given us. I am an example of that opportunity," Alvarez said.

Alvarez, who now runs his own management company, was the first American pilot shot down over North Vietnam.

Captured on August 5, 1964, he was imprisoned for eight-and-a half years, making him the longest held POW in the north.

Alvarez holds numerous military decorations including the Silver Star, two Legions of Merit with combat "V," two Bronze Stars with combat "V," a Distinguished Flying Cross and two Purple Hearts.

He served in program management at the Naval Air Systems Command in Washington, DC, until his retirement from the Navy in 1980.

In 1981 he became Deputy Director of the Peace Corps and served as Deputy Administrator of the Veterans Administration from 1982 to 1986.

He joined Hospital Corporation of America as vice president for government services and then began his own business.

He, his wife and two sons live in Maryland.

Alvarez talks about Hispanics as a heterogeneous group with diverse lifestyles and interests in the next issue of *Intercom*

A Weekly. Headquarters *Intercom* appears weekly.

Keeping U.S. Aviation on Top

Report Recommends Six-Point International Plan

With the right balance of policy and programs, the United States will continue as world leader in the aerospace industry despite a decline in the nation's aerospace market share.

However, the United States will not maintain a dominant position in all segments of the market as in the past, according to a study released in mid-September by the Aerospace Industries Association.

The *U.S. Aerospace Industry in the 1990s: A Global Perspective* is the association's second study on the international aerospace marketplace.

The study recommends that together industry and government develop policies and actions that will allow the U.S. aerospace industry to:

- ➔ Create better, lower-cost products faster than our competitors
- ➔ Establish an investment climate that supports a strong industrial/technology base
- ➔ Educate, attract and develop a high-calibre work force
- ➔ Remove barriers to trade
- ➔ Establish pro-trade policies
- ➔ Implement technology export policies that make national security and market sense.

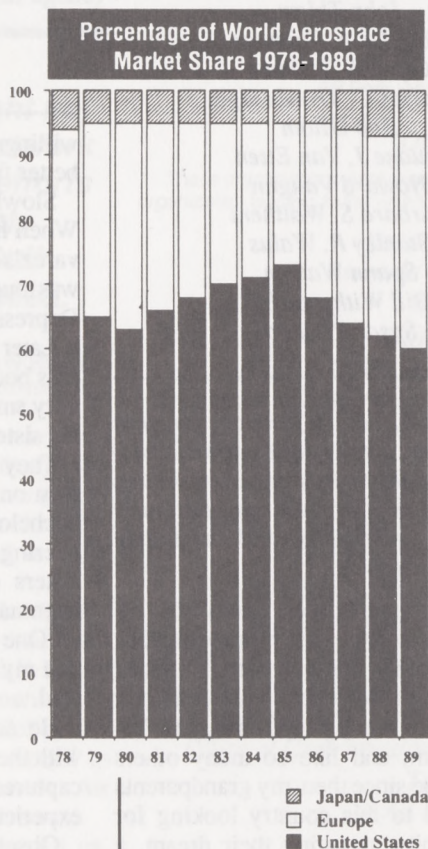
Taking an in-depth look at all sectors of the international aerospace industry, the study focuses on the U.S. aerospace industry, aerospace activities in Western Europe and the Asia-Pacific Rim, technology transfer trends, and the international space market.

In releasing the report Don Fuqua, president of AIA, said, "For the United States to maintain its leadership role the most important change must come in the traditional U.S. government/industry adversarial relationship. It is absolutely counterproductive to our future success."

The study reports that the Soviet Union and Eastern Europe have potential for growth in their aerospace industries, with manufacturers moving into Western markets for the first time. Aerospace companies in Western Europe will be more capable. Asia-Pacific Rim countries are developing their aerospace industries.

The decline in U.S. and European defense budgets and the changing threat will make defense cooperation with other countries more difficult than ever, and the competition for Third-World country markets will be intense, the report said.

Paradoxically, these same trends will highlight the need for cooperation as a means of spreading costs, sharing risks and increasing market access. However, in the United States, lack of a positive defense trade policy and other factors have worked against the success of international defense cooperative programs, according to the report.



Flightplan

Frugal fun. Looking for entertainment discounts?

The National Black Coalition of Federal Aviation Employees is selling "Entertainment 92" coupon books.

A book costs \$35 and is available for Maryland, Virginia and the District of Columbia.

For more information, contact Lorraine Neal, x78848, or Warren Davis, x79224.

EEO problems? A two-day training workshop on *Tuesday and Wednesday, October 29-30*, zeroes in on a problem-solving approach to Equal Employment Opportunity.

Targeted for Headquarters managers and supervisors, the workshop describes EEO and affirmative action employment and the rights and responsibilities of supervisors and managers.

For more information contact Tina Stephens, ACR-9, x73253.

To sign up, contact Diane Ables, AHR-140, x73880.

Marketing strategies. The Federal Laboratory Consortium fall 1991 meeting is scheduled for *Monday through Thursday, November 4-7*, in Atlantic City.

This year's theme is "Marketing Federal Technology: Strategies for Success."

Featured topics include marketing strategies, laboratory director's perspective and technology transfer for the future.

Invited speakers include DOT Secretary Sam Skinner; New Jersey Congressman Robert Torricelli, who is a member of the Committee on Science, Space, and Technology and the Subcommittee on Technology and Competitiveness; and Dr. Robert White, Under Secretary of Commerce for Technology, who will focus on technology transfer for the future.

For more information, contact Robin Kuchova, FTS 482-6922 or (609) 484-6922.

Shattering myths. These hour-long career and self-improvement workshops are on tap to mark Federal

Women's Week, *October 21-25*.

This year's theme is "Women - Dynamic, Diverse, Shattering Myths."

These educational, career and self-improvement workshops focus on issues concerning women but include information for all DOT employees.

Thursday, October 24

"Making It Happen"

10-11 a.m.

Nassif Building, room 9230

"The Promotable Woman - What Makes the Difference?"

2-3 p.m.

Nassif Building, room 9230

Focus on Venus. "Venus Revealed: Magellan Mission Discoveries" is scheduled for *Tuesday, October 29*, at 8 p.m. in the Langley Theater.

The Magellan spacecraft mission to Venus, launched last year, promises to return more information about Venus than all previous missions combined.

A panel of scientists report the latest findings and show new images of Earth's sister planet.

Cosmic origins. Kenneth Brecher of Boston University kicks off the 1991 Smithsonian Astrophysical Observatory/National Air and Space Museum lecture series with a look at how today's astrophysicists are searching for the origins of our universe.

The lecture, "Cosmic Origins: The Beginning of Almost Everything in the Universe," is slated for *Wednesday, October 30*, at 7:30 p.m. in the Albert Einstein Planetarium.

Turbulence conference. The FAA is sponsoring an international symposium on the problems posed by air tur-

bulence when aircraft take off and land.

Slated for *Tuesday-Thursday, October 29-31*, in Washington, DC, the symposium is the first formal meeting on the topic since 1977.

The symposium will be held at the Quality Hotel Capitol Hill, 415 New Jersey Avenue, NW.

For technical information, contact Dr. Bob Machol, FAA Chief Scientist, x79451.

New employees. Sign up now for the revised and improved orientation program for employees who have been with the agency less than a year.

These are the scheduled dates for new employee orientation.

Wednesday, October 23

Thursday, November 14

Wednesday, November 27

Wednesday, December 11

To register for orientation, get in touch with your training coordinator or AHR-140's Diane Ables, x73880.

Managers' meetings. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor.

All members are urged to attend and bring a guest.

The next meetings are:

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Wednesday, December 11

Communicators meet. The Federal Aviation Club International Training in Communication, ITC, meets each Wednesday from 12 noon to 1 p.m. in the Headquarters ninth-floor conference room.

Members learn to speak in front of an audience and gain effective organizational techniques.

Point of contact is Len Baker at (202) 479-6884.

Black coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meetings on *Tuesday, November 5*, and *Monday, December 2*, in conference rooms 9 AB from 12 noon to 1 p.m.

For more information, contact Marcia Adams, x73488.

more **Flightplan** on next page

Headquarters

Intercom

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Healthbeat

Free flu shots. The FAA Health Clinic, room 327, is offering free influenza vaccine shots on a first come, first served basis to FAA employees *only*.

No appointment is necessary. The shots will be given between 9 and 11 a.m. and between 2 and 3 p.m. on the following days:

Wednesday, October 23

Monday, October 28

Wednesday, October 30

Flightplan

Jobs. FAAers can compete for 15 supervisory-managerial jobs advertised under individual Merit Promotion Program announcements.

They include 10 positions at Headquarters and five at the Atlantic City Technical Center.

The jobs are part of SOAR – the System of Advancement and Recognition Program.

SOAR is the System Development (AXD) organizations's commitment to improve the representation of women in high-grade management and supervisory positions.

The job announcement deadline has been extended to *Friday, October 25*.

The jobs were announced FAA-wide and are open to all qualified employees.

For more information, contact Janis DiFabio, Patricia Watts or Karen Froher at the Technical Center, FTS 482-5760.

FWPC meetings. The Federal Women's Program Committee has scheduled its monthly meetings on *Wednesday, November 6*, and *Wednesday, December 4*, starting at 11 a.m. in the Civil Rights conference room.

The annual program planning meeting takes place *Friday, November 15*, in the Nassif Building's room 8334 and 8336. This day-long session, from 8:30 a.m. to 4 p.m., is for developing next year's activities.

Sheri Edgett-Baron, x79276, is the contact person.

Hispanic meetings. At Headquarters, monthly meetings of the National Hispanic Coalition of Federal Avia-

Fun Run Slated for November 6

Day Care Kids To Trick-or-Treat for CFC

This year's Combined Federal Campaign is highlighting these upcoming events.

Halloween treat. It's trick-or-treat time for CFC on *Thursday, October 31*. Beginning at 9:30 a.m., children from the Day Care Center will visit offices and trick-or-treat in costume for CFC.

For more information contact Dee McHugh, x73611, or Ann Benfield, x77672.

Fun run. The annual CFC fun run will be held on *Wednesday, November 6*, at Haines Point at 10 a.m.

Teams may compete in a three-mile run or a competitive walk.

The three-member teams must have at least one male and one female.

All FAA offices are invited to send one or more teams to the event which benefits the Make-a-Wish Foundation.

Make-a-Wish helps terminally ill children fulfill their dreams.

Fun run registration forms are available from CFC key coordinators. For more information, contact Brian Uzzle, x64466.



tion Employees are scheduled for the first Tuesday of each month in conference room 1030 at noontime as follows: *November 5 and December 3*.

Pat Myers, x77882, can be contacted for additional information.

Air war. A major renovation of the National Air and Space Museum's World War I gallery opens on *Wednesday, November 13*.

The gallery, "Legend, Memory and the Great War in the Air," contrasts the romantic myths of gallant combat in the sky with the grim reality faced by the aviators who fought and died during World War I.

By using seven period aircraft and a large number of supporting photographs, posters, illustrations and models, the gallery provides an accurate picture of aviation's many roles in the war and examines the interplay between perception and reality in history.

Meet 'Tex.' A. M. "Tex" Johnston talks about his aviation experiences during a lecture at the National Air and Space Museum on *Thursday, November 14*.

The event starts at 7:30 p.m. in the

Langley Theater.

Johnston witnessed the evolution of military and commercial aviation during the 1930s to 1960s from the unique vantage point of a top test pilot.

After barnstorming his way through the thirties and serving as a military instructor and military ferry pilot during World War II, Johnston joined Bell Aircraft in 1946.

While with Bell, he tested the XP-59, the first U.S. jet-propelled airplane, as well as several other Bell fighters.

In 1948, Johnston moved to Boeing where he tested several Boeing bombers and the Boeing 367-80, the prototype of the 707 jet transport.

More Flightplan items on page 7.

Have an item? Intercom gladly runs announcements of events 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 911, or call x78521.



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

Headquarters Intercom



Administrator James Busey presents an award from DOT Secretary Sam Skinner to FAAers representing central flow control. Left to right are Donald Eddy, Busey, Charles Hall and Gordon Woodahl.

'Top Professionals'

Telephone Blackout Spurred Controllers, Technicians To Tap Creativity, Ingenuity in Keeping Skies Safe

Hundreds of FAAers won praise from top government leaders for keeping the skies safe during a major telephone outage in the New York area last month.

DOT Secretary Sam Skinner and FAA Administrator James Busey personally thanked New York, Philadelphia and Washington air traffic controllers and Airway Facilities FAAers for their professional performance during the AT&T power failure on September 17.

The failure caused what is believed to be the worst air traffic disruption in history.

turn to Creativity on page 3



Administrator James Busey presents award from DOT Secretary Sam Skinner to the Airways Facilities National Maintenance Coordination Center. Accepting for the center are, left to right: Dennis Shannon, Tom Gassert, Archie Archilla, Busey and Steve Norbrey.

Success Isn't Easy It Takes Hard Work To Become a 'Somebody'

Getting to the top isn't easy. It's hard work.

That's the message from someone who made it - Everett Alvarez.

"During my career, I have known many people of Hispanic origin who worked their way to high positions," Alvarez told FAAers at last month's National Hispanic Heritage Month celebration.

Alvarez, a decorated Navy pilot, prisoner of war in North Vietnam for eight-and-a-half years, government executive and now a successful business person, added, "Invariably, everyone will tell you that it took hard work, and that they were well qualified to fill their roles.

"I really do not know any proud person of Hispanic origin who wants to be considered for a position on any

turn to Alvarez on page 4

Highlights

Parking Permits. Pick up new car-pool and vanpool parking permits during the week of November 4.

Details in "Building Bulletin Board" on page 7.

Black History. Volunteers are needed for the Black History Planning Committee, a Headquarters group that is putting together events to celebrate Black History Month in February.

Headquarters FAAers interested in joining the committee should contact Tina Stephens, Office of Civil Rights, x73253.

The 1992 Black History Month theme
turn to Highlights on page 2

Highlights *from page 1*

is "African Roots Explore New Worlds: Pre-Columbus to the Space Age."

Windshear Alert. The FAA marked the completion of the Low Level Windshear Alert System (LLWAS) on October 11 with a ceremony at the Blue Grass Airport, Lexington, KY.

The second-generation equipment recently installed in Lexington now operates at 110 airports.

Already FAA is looking to the next generation of the equipment to be installed in the mid-1990s.

The newer LLWAS will have better windshear detection capability and improved system support.

FAA Deputy Administrator Barry Harris and Southern Regional Administrator Garland "Cas" Castleberry praised the program and the agency's goal of giving early warnings against erratic wind patterns.

The LLWAS program was initiated by the FAA in 1976 to detect hazardous changes in wind speed and direction near airports.

The system measures winds through a network of anemometers around the airport and detects windshear through the use of a computer.

Critical wind information and detected windshear are displayed to controllers in the airport tower cab.

Pertinent information is then conveyed to pilots preparing to land or take off.

The pilot and first officer of a Continental flight that avoided a dangerous windshear at Denver's Stapleton Airport also attended the ceremony, along with local, federal and state officials, aides from the Senate and House and executives from the equipment contract companies.

Configuration Management. The Headquarters Configuration Management Branch, ASE-600, sponsored the first Regional Configuration Management conference in Seattle in early September.

The conference zeroed in on new procedures regarding National Airspace System change proposals, equip-



Alice Wong and Mel Yoshikami were featured speakers at the first regional configuration management conference in Seattle last month.

ment audits and control of equipment configuration pertaining to regional operations.

Some 53 FAAers from Headquarters, all regions, the Technical Center and Logistics Center attended the conference.

Alice Wong, ASE-600, and Mel Yoshikami, ANM-400, were the featured speakers.

Wong focused on the need for configuration management to support systems throughout their life cycle and a stronger role for regional configuration control boards.

She also talked about the vision of establishing FAA's Software Engineering Center of Excellence.

Yoshikami emphasized the need for configuration management of NAS software.

The next national conference is planned for the Washington, DC, area in the spring. It will focus on configuration management issues pertaining to Headquarters acquisitions.

Good Workers. Workers with disabilities are good workers. That's the result of interviews with more than 900 managers done by the Harris Poll.

Here is what they had to say about people with disabilities who worked for them:

➔ Nineteen out of 20 managers give employees with disabilities a "good" or "excellent" rating on their job performance.

They say employees with disabilities work as hard or harder than their employees who do not have disabilities.

➔ 39% of line managers rate employees with disabilities as better on attendance and punctuality than nondisabled employees, and 40% rate them about the same.

➔ The average cost of hiring people with disabilities is the same as hiring a person without a disability according to 75% of the employers surveyed.

➔ However, only 43% of equal employment opportunity officers say that their companies have hired people with disabilities.

➔ Three out of every four managers say that people with disabilities often encounter discrimination from employers.

October was designated National Disability Employment Awareness Month.

Stopping Terrorism. The FAA has okayed \$3 million for the second phase of a contract to develop a nonnuclear explosives detection system.

Scan-Tech Security and Rutgers University, both in New Jersey, are working on a system that examines the molecular structure of materials in baggage rather than the elemental composition of materials, as thermal neutron analysis (TNA) does.

The contract option calls for a proto-

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Creativity Keeps Skies Safe During Phone Outage *continued from page 1*

During visits to the New York en route center and TRACON on September 26, Skinner presented awards to managers and employees from the center, TRACON, Kennedy, LaGuardia and Newark airport towers.

Busey visited the Washington en route center in Leesburg, VA. He presented DOT awards to managers and employees representing the center, Washington National and Philadelphia airport towers.

Busey also stopped by the Air Traffic Control System Command Center, "central flow control," and Airway Facilities National Maintenance Coordination Center at Washington Headquarters to thank controllers and technicians for their efforts during the phone outage.

Skinner plans to visit the Boston en route center in the near future.

"Your professionalism in dealing with a situation where more than 90% of communications with aircraft and other facilities was disrupted, without a single accident or incident, was professionalism of the highest order," Skinner said in New York.

"The American people can be truly proud of all of you."

Accolades came from the private sector, too.

Aviation Week & Space Technology chronicled efforts of FAAers to keep traffic moving and the skies safe by using pilots as radio-frequency relays, corkscrew flight paths and commercial phone lines.

Former FAAer Jack Ryan, now a vice president for the Air Transport Association, was quoted as saying, "The FAA did a super job in managing the traffic under trying conditions."

Bill Yuknewicz, Boston en route center air traffic manager, praised the "ingenuity and cooperation" of all involved facilities. He called their performance "effective and impressive."

At the time of the outage at 4:57 p.m., the New York, Washington, Boston and Cleveland centers and New York TRACON were gearing up for a routine late afternoon rush.

For the next seven hours, controllers in all areas cancelled or shortened their breaks, forgot about planned

leave and skipped dinners.

Traffic management coordinators skipped breaks and ate at their stations to make sure safety was maintained while they came up with innovative ways to manage traffic.

The first task - get aircraft already in the air back on the ground.

This was done through linking up the few existing frequencies with central flow control, which in turn contacted airline dispatchers and facilitated pilot-to-pilot communications.

Airway Facilities technicians were able to establish some facility-to-facility links through conventional telephone lines.

The Washington en route center rerouted about 200 flights from internal airports and Philadelphia. More than 40 airborne delays were reported.

New York center lost all but four frequencies and its computer interface.

All outside lines, including FTS, except the Long Island area code, were lost. Traffic to and from the TRACON area was stopped.

Since radar following was possible, the center was able to route some through traffic over Kennedy Airport at high altitudes.

To move traffic safely to alternate routes and airports, pertinent control information was relayed among the Boston center, Nashua, NH; the Ocean TRACON, Providence, RI; Bradley approach control, Windsor Locks, CT; and even the Northeast Air Defense Command at Griffis Air Force Base, Rome, NY.

Through combined efforts of FAA Airway Facilities people and AT&T, the system began returning to normal by about 11:30 p.m.

Effects, however, were felt throughout the next day.

Many passengers stayed overnight where they were. Others who had intended to depart returned home and waited until the next day.

Special thanks to Duncan Pardue, Eastern Region Intercom, for information in this report.

type scanner to be built in about 12 to 18 months and tested at an FAA-designated airport.

More High-Tech. A San Francisco company, Imatron Federal Systems, was awarded a \$4.8 million contract by the FAA earlier this year for final development and testing of a computerized tomography (CT) explosives detection system at an international airport.

The device, called a CTX-5000, is designed to screen baggage and freight. It works like a medical CAT scanner and takes cross-sections through the screened object. The computer analyzes the "slices" to determine if they contain explosives.

Diversity Definition. FAAers have been hearing and reading a lot about work force diversity.

Here's a definition from DOT's

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.

A Weekly. *Intercom* appears weekly.

Alvarez Urges Hispanics to Get a Good Education *continued from page 1*

other basis," he said. Education is a key to getting ahead, yet Alvarez said young Hispanics aren't getting the education they need to succeed.

He said it's alarming that little more than 50% of Hispanic-Americans between the ages of 18 and 24 have completed high school.

These young people may be limited to lives of low skill, minimum employment opportunities, continued poverty and limited participation in society, Alvarez warned.

He emphasized that it's "doubly important" today that young Hispanic-Americans take advantage of opportunities.

"The opportunities are there. These young people need encouragement to stay in school. They need help. They need to understand that as hard as it is they must become competitive," Alvarez said.

"No, it isn't always easy. There are many government programs to help, but government can't do everything. We need to do our part...it begins in the family," Alvarez said.

As a young boy, Alvarez said, he still recalls his parents and grandmother constantly pushing him and saying, "study hard, learn well, so that someday you can be somebody."

During his speech Alvarez touched on a wide range of topics.

Here's more of what he said:

Hispanic Diversity

"Too often I sense that people tend to regard the word Hispanic as synonymous with race. It's easy to see how one can be misled to that perception if one examines the maze of government forms...or if one reads the statistical comparisons between black, Hispanic and white.

"Hispanic encompasses much more than race, for there are black and white Hispanics, and all shades in between.

"There are Mexican, Puerto Rican, Cuban, Latin American Hispanics, and some from Spain, all with variances in culture.

"There are Californian Hispanics, Texan Hispanics, Floridian Hispanics, Manhattan Hispanics. All of us are



Everett Alvarez

very human beings with all the faults and hopefully some of the virtues of the heritage."

Different Lifestyles

"It is a very heterogeneous group with diversity in lifestyle and interests, as well as nationality. Anyone who thinks that there is a mystic ethnic-bonding within the American mix should realize that's not entirely true. One fault is that there is shortsighted jealousy when it comes to protecting personal prerogatives and home turf, especially in the political arenas.

"Hispanic-Americans should be understood as they really are and for the valuable positive contributions of lasting historical and cultural significance offered to our American culture."

Ethnic Separatism?

"As Hispanic-American influence grows in the nation, there also seems to be emerging a drift toward ethnic separatism or ethnic enclaves.

"I am not referring to the economically fashioned ghetto or barrio sce-

'The first word, "Hispanic," represents the proud past. The second word, "American," represents the present and the future.'

Everett Alvarez

nario where emigrants have traditionally clustered because of social and cultural dependencies, primarily the inability to speak English.

"What I am referring to is a different sense where one can see ethnic activism result in polarization in the community - socially, politically, and even on college campuses. Maybe to a degree it can't be helped, if we examine all of the dynamics of a changing America, but I have a concern about this."

A Rich Mixture

"Whether you advocate the 'melting pot' theory or agree with 'cultural pluralism' explanations, one of the greatest strengths of our nation is the rich mixture of people from various cultural backgrounds.

"I believe that our Americanism is enhanced by our ethnic pride with the values and beliefs that accompany that pride, just as the special capabilities of each branch of the armed services, the Army, Navy, Air Force, and Marines, contribute to the strength of our defense system."

A Lesson from Captivity

"One unique facet of this strength became very evident to me early on during my captivity experience as a prisoner of war.

"Even through a bad experience such as that, there were positive things that those of us held in those prison camps learned.

"We learned about character, teamwork and community. We learned how dependent we are on each other.

"There was no way that anyone could have survived that situation alone. We all recognized that we were going to have to be a united, cohesive, strong group, a team that was committed to the same goals - which included to come home - with our integrity intact and with our personal honor. As individuals, we gathered our strength from the group."

Strength from Values

"Most of us found that our individual strength and the strength of the team derived from values that had to be imbued in us by our communities, our families, our churches, our school, as

well as the military.

"The North Vietnamese captors did everything they could to break our organization because they recognized our organization was the main obstacle to their effort to 're-educate' us and to change our way of thinking.

"They even killed people in their efforts, and they would tell me, *But Alvarez, you are Mexican. Your people in your country suffer from discrimination and prejudice. They are oppressed! We know about that! You say you won't accept early release? Your fellows here don't care about you, Alvarez. Why do you care about them? You must do what is in your own best interest.*"

Sticking Together

"What the North Vietnamese did not seem to understand is that we were in this thing together, and we were going to stick it out together.

"Being an American meant the same thing to all of us no matter where our ancestors came from.

"If we had let being Mexican, or Italian, or Polish, or black, or white matter while we were in prison, the North Vietnamese would have splintered our group.

"They tried hard to feed their propaganda machine with material about mistreatment as members of oppressed minorities, but those of us who they selected maintained that we were Americans and proud of our country."

Proper Perspective

"Ethnic activism, along with racial activism in the civil rights arena, has resulted in tremendous advances. The issue has been raised in the consciousness of Americans. Many more doors are open today because of the civil rights movement.

"I want us to continue moving toward becoming more of a stronger community, not less.

"I feel that dwelling on differences in race, skin color, national background can get in the way of community cooperation. These distinctions simply didn't exist in the 'Hanoi Hilton.'

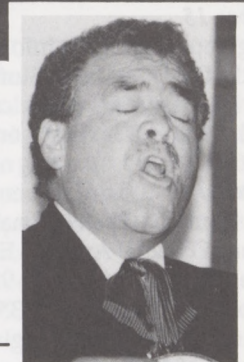
"The damage that they can do in weakening a group or a society was well appreciated by the North Vietnamese, and that is what our prisoner



FAAers Get a Glimpse of Hispanic Heritage



During National Hispanic Heritage Month, which ended October 15, FAAers were treated to a wide range of activities. The lobby was full of informative displays, and the cafeteria served ethnic dishes. The day care kids had a chance to take a whack at a piñata. Ethnic music and dances gave FAAers a taste of Hispanic customs. Here are a few snapshots.



of war group was, an isolated, small society trying to survive.

"Because we're all Americans if we should set ourselves apart as one group or another, will not our strength as a nation and as individuals be divided? If we were Hispanics first and Americans second, would we not have trouble being first-class citizens, in terms of our commitment to our country, as well as our country's commitment to us?"

"Community, teamwork, leadership

all demand shared values. Without shared values as a nation, we have no culture, no civilization and no basis for community."

An Important Hyphen

"I have constantly made use of the hyphenated word, 'Hispanic-American.' You'll find that it tells the whole story from my point of view.

"The first word, 'Hispanic,' represents the proud past. The second word, 'American,' represents the present and the future."

Flightplan

\$\$\$ briefing. A briefing on the Thrift Savings Plan will be held on *Tuesday, November 19*, at Headquarters.

Penny Moran of the Thrift Investment Board will provide an overview of the plan to include information on participating in the TSP, tax advantages, agency contribution, understanding the TSP account, interfund transfers, plan annuities and the loan program.

It will be held from 10 a.m. to 12 noon in conference room 5 ABC, and there is space for about 100.

Interested in attending? Contact Ida Mack, Employee Relations Branch, AHR-140, x73881.

Ski trip. The DOT Employee Recreation Association is sponsoring a ski trip to Montage and Elk mountains on the weekend of *February 21-23*. The group will stay in Scranton, PA.

Prices range from \$149 to \$179 per person depending on the accommodations. That includes roundtrip transportation, complimentary beverages, weekend ski rentals, several meals, discount lift tickets and more.

A deposit of \$50 is due *Friday, November 15*.

To sign up or for more information, stop by the DOT Employee Store, room 2100, Nassif Building, or call Bill Gossard, (202) 382-65466, or Anton Lilly, x69723.

Frugal fun. Looking for entertainment discounts? The National Black Coalition of Federal Aviation Employees is selling "Entertainment 92" coupon books. A book costs \$35 and is available for Maryland, Virginia and the District of Columbia.

For more information, contact Lorraine Neal, x78848, or Warren Davis, x79224.

New employees. Sign up now for the revised and improved orientation program for employees who have been with the agency less than a year.

These are the scheduled dates for new employee orientation.

Thursday, November 14

Wednesday, November 27

Wednesday, December 11

To register for orientation, get in

touch with your training coordinator or AHR-140's Diane Ables, x73880.

The one-day session includes briefings on payroll, travel, security and total quality management (TQM).

New employees can also learn about training and career development opportunities, employee benefits and the Employee Assistance Program.

In this revised orientation, those new to the FAA should gain the employee and organizational information they need to know as soon as possible after starting their jobs at the agency.

Managers meetings. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor.

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The group aims to develop leadership skills, including communication skills as a speaker and a listener.

Members learn to speak in front of an audience and gain effective organizational techniques.

Point of contact is Len Baker at (202) 479-6884.

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Wednesday
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Wednesday

Intercom is published weekly.

The deadline for items is *no later than 11 a.m. every Wednesday* for inclusion in the following issue.

But don't wait until the last minute. We appreciate getting items as early as possible.

Bring them to room 908 or call x78521.

Wednesday
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day, December 4, starting at 11 a.m. in the Civil Rights conference room.

The annual program planning meeting takes place *Friday, November 15*, in the Nassif Building's room 8334 and 8336.

This day-long session, from 8:30 a.m. to 4 p.m., is for developing next year's activities.

Sheri Edgett-Baron, x79276, is the contact person.

Hispanic meeting. At Headquarters, monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the *first Tuesday* of each month in conference room 1030 at noon as follows: *November 5 and December 3*.

Pat Myers, x77882, can be contacted for additional information.

Explosives symposium. FAA's Aviation Security Research and Development Service will host the first international symposium on "Explosives Detection Technology" on *Wednesday-Friday, November 13-15*, at the Sands Hotel in Atlantic City, NJ.

Those interested in attending and/or submitting papers should contact Glenn Manoff at (609) 482-9550 or Siraj Khan at (609) 484-6825 for information.

International experts in aviation security, physics, electrical and electronics engineering and systems integration will discuss an array of technologies to improve explosives detection equipment and aid the human screener.

Pilot lawyers. The Lawyer-Pilots Bar Association holds its next semiannual meeting from *Sunday, March 3, through Friday, March 8*, at Westcourt in the Buttes, Tempe, AZ.

The association is an international professional organization of lawyers who are also pilots.

Many of the lawyers represent only various segments of the aviation industry.

For more information, contact David E. Prewitt, 1700 Market Street, Suite 3131, Philadelphia, PA 19103, (215) 569-0300.

Be a winner. FAA and other federal government organizations that show boosts in productivity or services, in-

Building Bulletin Board

Pick up parking permits. New carpool and vanpool parking permits will be issued *Monday through Friday, November 4-8*, for FAA Headquarters building *only* on the second floor near the Day Care Center.

Permits may be picked up from 9 a.m. to 11 a.m. and 1 p.m. to 3 p.m. each day. Be prepared to show a DOT employee identification card and turn in old permits -- both portions.

Unless notified by the Parking Management Office, all applicants should pick up their permits during the scheduled times.

Job requirement permits. Recertification of job requirement (JR) permits to park at Headquarters has been completed.

Parking space allocations have been sent to assistant and associate administrators.

This year the number of permits has increased to 155 to accommodate all JR applicants, compared to 132 from previous years.

Additional parking space was gained when the National Transportation Safety Board moved to L'Enfant Plaza.

After assistant and associate administrators have reviewed the list of applicants, the names of those who are assigned permits will be submitted to the Office of the Secretary so that JR permits are available for these individuals by December 1.

No temporary parking. Temporary parking will *not* be available at Headquarters after *November 30*.

After that date, the Office of the Secretary will no longer accept requests for short-term parking by FAAers for any reason. Only visitor parking for those who are *not* FAA employees will be available.

crease the quality of life for Americans and are cost-effective can compete for national awards.

The deadline for nominations is *Wednesday, December 11*.

The honor, the Public Service Excellence Award, is designed to highlight positive contributions public employ-

ees make to society.

Awards are given to federal, state and local government organizations and focus on groups to stress teamwork and cooperation.

Groups of retired public employees may also compete.

The awards will be presented during Public Service Recognition Week next May 4-10.

At the national level, winning organizations will receive their awards at a special "Breakfast of Champions" in Washington, DC.

The event is sponsored by the Public Employees Roundtable, an association of groups of public employees dedicated to improving awareness of public service contributions.

Nomination forms are available from the Public Employees Roundtable, PO Box 6184, Washington, DC 20044-6184, (202) 535-4324. After November 8, call (202) 927-5000.

Doll Deadline November 1

FAAers who volunteered to dress dolls and fill holiday stockings to donate to the Salvation Army are reminded that the gifts are due on *Friday, November 1*.

Bring them to conference room 5 ABC at 1 p.m.

All FAAers are invited to stop by and see the display. For more information, contact Bobbie Smith, x79546.



Healthbeat

Health benefits. FAAers have an opportunity, beginning on *Tuesday, November 12*, to enroll in the Federal Employees Health Benefits program, change health plans or change options.

It's important to review health coverage since premiums will rise an average of 8% in January.

Health benefits open season runs from *November 12 through December 9*.

The "1992 Enrollment Information Guide and Plan Comparison Chart" has been forwarded to all employees.

Capital Care will not participate in the program in 1992.

Employees covered by Capital Care must choose a new plan during the open season.

All changes made to health benefits will take effect on January 12, 1992.

Headquarters FAAers may pick up the Health Benefits Registration Form (SF-2809 Rev. June 90) beginning on *November 12* in the Employee Relations Branch, AHR-140, room 516.

Any questions about open season? Contact Charlene Warren, x73872, or Ida Mack, x73881.

Health fair. In conjunction with the open season, a Headquarters health fair will be held on *Tuesday, November 12*, from 9 a.m. to 3 p.m. in conference room 5 ABC.

Representatives from most of the major plans will be there to answer questions and give specific information about their plans.

Burn calories. 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 use.

On-the-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. Call the PRIDE line, x77433.

Run for Fun, Charity on November 6

Trick-or-treat. Show your support for the Combined Federal Campaign by participating with the DOT Day Care children as they trick-or-treat for CFC on *Thursday, October 31*.

The children will gather in the lobby at 9:30 a.m. They will visit all floors to pass out pledge cards for donations to the DOT Day Care Center, #2114 in the CFC booklet.

For information, call Dee McHugh, x73611.

Costume contest. Also on *Thursday, October 31*, join the fun and win prizes as CFC celebrates Halloween with a costume contest in the lobby.

Contact Karen Duke, x66004, for information.

Fun run update. A fun run is scheduled for *Wednesday, November 6*, at Haines Point.

All FAAers are encouraged to participate. Remember, each three-member team must have at least one male and one female.

FAA offices are invited to send one or more teams to the event, which will benefit the Make-a-Wish Foundation. This foundation helps terminally ill children fulfill their dreams.

In the event of bad weather, the run will be rescheduled for *Friday, November 8*. If you haven't registered, forms are available in Headquarters room 1000E. Bring the form with you on race day.

Any questions? Contact Brian Uzzle, x64466.

Chili winner. Hundreds of FAAers turned out for CFC's chili cookoff on October 16. Find out the winners in the next *Intercom*.



The Washington Redskinettes helped Headquarters kick off the Combined Federal Campaign on October 2. The cheerleaders for Washington's professional football team spent time with children from the Day Care Center.

Feedback

Have an item? *Intercom* gladly runs announcements of events 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.

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. Extra copies of past issues of *Intercom* are available from the display rack in room 908.

Celebrating Excellence

29 FAAers Honored by DOT Secretary for Dedication, Creativity and Hard Work

Twenty-nine FAAers from across the country were honored at a special ceremony in the nation's capital for everything from personal bravery and outstanding on-the-job leadership to turning innovative ideas into reality, designing new programs and fostering cultural diversity.

The FAAers were among 123 DOT employees winning accolades at the Secretary's 24th Annual Awards ceremony on October 16. "For all your



fine efforts, and much more, I am delighted to honor those who have displayed special dedication to duty, creativity and hard work beyond the usual high standards of excellence expected of public employees," DOT Secretary Sam Skinner said.

"These award recipients deserve special tribute, and I am honored to say 'Way to go!' to each of them," Skinner said.

turn to Secretary's Awards on page 2

November 5, 1991



U.S. Department
of Transportation

**Federal Aviation
Administration**

Headquarters Intercom

High-Tech Training

Administrator James Busey takes a look at the fiber optics behind a huge 210-degree screen at the air



traffic control tower cab simulator in Oklahoma City with Gordon Jolly, assistant manager of the Air Traffic Branch of the FAA Academy, Aeronautical Center.

Expanding Opportunities

Federal Agencies To Push for More Hispanic Education

The White House has put teeth into a drive to increase Hispanic educational opportunities.

A new executive order directs federal agencies to be "actively involved in helping advance educational opportunities for Hispanic-Americans, including working with individuals and educational, business and community groups serving Hispanic-Americans.

"Federal departments and agencies will collect appropriate data on partici-

pation rates of Hispanics in Federal education programs," it states.

John Florez, who was recently named to coordinate the executive order, is

Startling statistics on Hispanics, page 3.

responsible for encouraging all Cabinet agencies to become accountable for policies and programs to achieve the President's Year 2000 education goals for Hispanics.

turn to Opportunities on page 3

Highlights

New York Noise. The FAA has assembled a special team of experts to explore ways to reduce the impact of aircraft noise in the New York metropolitan area.

The team of environmental and air traffic control specialists will obtain views of residents, compile data and make recommendations.

"We are seeking a high degree of public involvement in a search for workable answers to the noise problem," FAA Administrator James Busey said.

"We want to hear from both residents and community leaders."

The noise reduction review program is designed to complement an ongoing environmental impact study of the noise effects in New Jersey resulting from rerouting of higher altitude flight paths in 1987 as part of the Expanded East Coast Plan.

The FAA team plans to hold public hearings in New York and Connecticut to get comments from residents and aviation industry groups.

Meetings were held earlier in New Jersey in conjunction with the environmental study.

Comments from those meetings will

turn to Highlights on page 2

Highlights *from page 1*

be reviewed and incorporated into the team's data.

Recommendations will be presented to the Administrator next May and be included in a final report to Congress.

Fight Fraud. FAA security investigators are warning Headquarters workers about a scheme to make false credit card applications in employees' names.

To date, several attempts have been made but have been stopped before a credit card was issued.

To be on the safe side, the Investigations and Security Division gives this advice:

→ If you receive a call from a credit card company requesting verification of an FAAer's employment, contact the employee to make sure he or she has actually made an application for the card.

FAAers are reminded that requests for verification of employment should be forwarded to the Employment Branch, x77012.

→ If the employee has not made an application for a credit card, ask the employee to call the credit card company immediately to stop the company from issuing a card.

→ Report the incident to FAA's Investigations Branch, ACO-310. Talk to special agents Pat Keegan, x77129, or Candace Hanlein, x77757.

Increasing Capacity. Five more airports and military fields have been selected to receive funds under the new Military Airport Program, the DOT announced.

The facilities include Scott Air Force Base, Belleville, IL; Albuquerque International Airport; Myrtle Beach, SC, airport; Manchester, NH, airport; and Agana Naval Air Station and airport on Guam.

The Myrtle Beach facility includes an Air Force base that is scheduled to close.

Albuquerque is located next to Kirkland Air Force Base. Manchester is a former military base.

So far, seven airports have been chosen under the program.

Secretary's Awards *from page 1*

"They represent the very best of our department. They represent values, our basic philosophy which is not only service to our customers -- the people -- but the stewardship of our country's assets and programs.

"While their achievements are outstanding, I think all DOT employees are special people," Skinner added.

"You are all part of the best team I know, and I am proud to count myself among your number."

See list of FAA honorees on pages 4 and 5.

DOT Secretary Sam Skinner



The five airports will receive grants for capital improvements under FAA's Airport Improvement Program.

Scott will receive \$5 million, Albuquerque \$2.1 million, Myrtle Beach \$2.8 million, Manchester \$2.7 million and Guam airport \$4.4 million.

The military airport program is paving the way for joint use of military airports by military and civil aircraft and the conversion of former military airports for commercial use.

Allowance Increase. Allowance for expenses incurred for residence transactions on permanent change-of-station moves increased as follows:

→ For the sale of the residence at the old official station, reimbursement cannot exceed 10% of the actual sale price or \$20,115, whichever is least.

→ For the purchase of a residence at the new official station, reimbursement cannot exceed 5% of the purchase price or \$10,057, whichever is least.

The new regulations, contained in the October 10 *Federal Register*, apply

to employees whose effective date of transfer is on or after October 1, 1991.

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 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, 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.

Headquarters
Intercom

November 5, 1991
No. 91-43

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Employee Communications Branch, APA-340
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

Opportunities for Hispanic Americans Advanced *continued from page 1*

Florez, long active in Hispanic civil rights and education, left his post as deputy assistant secretary at the Department of Labor's Employment and Training Administration to accept the post of Director of the White House Initiative on Educational Excellence for Hispanic Americans.

Florez said his plans call for developing and establishing performance standards for federal accountability that will assist the Secretary of Education, Lamar Alexander, in reporting progress in fulfilling the intent of the executive order.

He wants to "issue a report card" to the Secretary of Education on federal departments and agencies and their

'America's choice is to either invest in the education and training of Hispanics and increase productivity of our work force today or relegate them to tomorrow's poverty pool.'

Lamar Alexander
Secretary of Education

participation in achieving the President's year 2000 education goals for Hispanics.

Alexander cited Hispanics as representing an untapped resource that is crucial to America if it is to overcome the work force challenges of the 21st century.

"America is facing a work force crisis," the Secretary said.

Its work force is growing slowly and has approached middle age, with the average worker's age being 36 - 40 by the year 2000.

Better educated workers are needed because the number of jobs for the unskilled continues to shrink.

"If we are to revitalize our work force, we must invest in a rich new source of workers - Hispanics," Alex-

ander said. "America's choice is to either invest in the education and training of Hispanics and increase productivity of our work force today or relegate them to tomorrow's poverty pool."

Hispanics represent the youngest and fastest growing minority group in the United States.

By the year 2000, Hispanics will:

→ Make up 33% of the net growth of

the work force.

→ Comprise over 10% of the total U.S. work force.

→ Form a younger segment - average age of 36 - in an older total work force.

The executive order was issued on September 24.

Special thanks to Francisco Estada C., ASD-10, for this report.

Startling Statistics

Current Trends for Hispanic Americans:

Less Money, Less Education, More Poverty

Current trends show that a growing number of Hispanics have less education, earn lower wages and show a higher increase in poverty than blacks or white.

They point out that the Hispanic community has educational, economic and social barriers to overcome. Here are some startling statistics.

Dropout rate. Hispanic youth have a higher school dropout rate - more than 40%, compared to 18% for blacks and 14% for whites.

School readiness. Hispanics are less likely to participate in preschool programs and more likely to repeat grade levels than white students.

Student achievement. Hispanics consistently score below whites in all measures of academic achievement.

Post secondary schooling. Hispanics have the lowest participation rates. In 1989, 28.7% of these students were Hispanic compared to percentages of 30.8 for blacks and 38.8 for whites.

Education levels. Hispanic male workers have less education than black or white males. Figures for 1980 give these averages for education levels male workers attained: 10.2 for Hispanics, 11.7 for blacks and 12.9 for whites.

Wages. In 1990 Hispanic men earned less in weekly wages - \$322 - than blacks - \$360 - or whites - \$497. The average weekly wage for Hispanic women is \$280 as compared to \$308 for black women and \$355 for white women.

Dead-end jobs. Hispanics occupy and stay in the lowest paying jobs, work that is more susceptible to economic downturns, is often temporary and has few benefits.

Farm work. Americans employed as farm workers number between 3 and 4 million. Eighty percent of them are Hispanics whose earnings are often below the poverty level.

Immigration. Approximately 3.5 million people are in the Immigration, Reform and Control Act (IRCA) pool waiting to become citizens. Ninety percent are Hispanics, and 80% of these Hispanics are Mexicans. Approximately 1.2 million of the Mexicans are farm workers.

Poverty. From 1979 to 1989, the number of poor Hispanic children grew faster than any other ethnic group. One-half of the new children living in poverty are Hispanic, and one out of three Hispanic children lives in poverty.

Special thanks to Francisco Estada C., ASD-10, for this report.



Secretary of Transportation's 24th Annual Awards

Secretary's Award for Meritorious Achievement

Debora Clough

*Program Analyst
Washington, DC*

For designing and implementing a new Senior Executive Service Candidate Development Program.

David Ford

*General Engineer
Washington, DC*

For the development and national implementation of the Dynamic Ocean Tracking System.

Lowell Johnson

*Manager
Grants-in-Aid Division
Washington, DC*

For outstanding leadership and tireless efforts in the development of the Passenger Facility Charge Rule.

Michael LaJuene

*Facility Training Instructor
Milwaukee, Wisconsin*

For recognition and extraordinary accomplishment of assigned duties and exceptionally outstanding leadership.

Thomas McSweeney

*Deputy Director
Aircraft Certification Service
Washington, DC*

For leadership in managing the Aging Aircraft Program and leadership in the Aircraft Certification Service.

Wanda Reyna

*Manager
Staffing Policy Division
Washington, DC*

For design and implementation of a national recruitment program promoting cultural diversity.

Herbert Ross

*Assistant Manager
Airway Facilities Division
Jamaica, New York*

For superior managerial ability and constant commitment to a humanistic approach to management.

Jackson Smith

*Manager
Air Security and Hazardous Material Branch
Hapeville, Georgia*

For inspiring a cultural change process that institutionalized civil aviation security in Haiti.

Lawrence Tatterson

*Electronics Technician
Gainesville, Florida*

For outstanding performance during installation of numerous systems at the Gainesville Automated Flight Service Station.

David Winer

*Manager
Model Development Division
Washington, DC*

For tireless and innovative efforts to develop SIMMOD and foster its worldwide use.

Secretary's Award for Outstanding Achievement in Diversity

Carole Orr

*Secretary
Kansas City, Missouri*

For outstanding achievement in furthering awareness of the American Indian culture.

Secretary's Award for Valor

Mark Hogenson

*Air Traffic Control Specialist
Longmont, Colorado*

For risking personal safety to assist injured parties at an auto accident scene.

David Otten

*Air Traffic Control Specialist
Longmont, Colorado*

For risking personal safety to assist injured parties at an auto accident scene.

Kevin McLaughlin

*Air Traffic Control Specialist
Philadelphia, Pennsylvania*

For outstanding courage and voluntary risk of personal injury while assisting at the scene of an accident.

Secretary's Award for Excellence

Henrietta Coburn

*Secretary
Jamaica, New York*

Lynn Curtls

*Secretary
Renton, Washington*

Gwendolyn Gardner

*Employee Development Assistant
Los Angeles, California*

Mary Glotzback

*Secretary
Washington, DC*

Linda Gonzalez-Whitfield

*Public Affairs Assistant
Oklahoma City, Oklahoma*

Kellie Gordon

*Secretary
Atlantic City, New Jersey*

Opal Koonce

*Facility Project Assistant
Oklahoma City, Oklahoma*

Deborah Krumaker

*Secretary
Atlantic City, New Jersey*

Patricia Legg

*Administrative Support Clerk
Hilliard, Florida*

Patricia Mason

*Secretary
Anchorage, Alaska*

Carole Mayblin

*Administrative Officer
Atlantic City, New Jersey*

Earline Rogers

*Administrative Officer
West Columbia, South Carolina*

Anita Sue Sanders

*Editorial Assistant
Oklahoma City, Oklahoma*

Eleanor Wozniak

*Secretary
Washington, DC*

Secretary's Award for Exceptional Service

Garland "Cas" Castleberry

*Regional Administrator
Southern Region
Atlanta, Georgia*

For providing an outstanding model of commitment to intermodal cooperation and exceptional contributions to the goals of the National Transportation Policy.

Flightplan

Black history. Volunteers are needed for the Black History Planning Committee, a Headquarters group that is putting together events to celebrate Black History Month in February.

Headquarters FAAers interested in joining the committee should contact Tina Stephens, Office of Civil Rights, x73253.

The 1992 Black History Month theme is "African Roots Explore New Worlds: Pre-Columbus to the Space Age."

\$\$\$ briefing. A briefing on the Thrift Savings Plan will be held on *Tuesday, November 19* at Headquarters.

Penny Moran of the Thrift Investment Board will provide an overview of the plan to include information on participating in the TSP, tax advantages, agency contribution, understanding the TSP account, interfund transfers, plan annuities and the loan program.

It will be held from 10 a.m. to 12 noon in conference room 5 ABC, and there is space for about 100.

Interested in attending? Contact Ida Mack, Employee Relations Branch, AHR-140, x73881.

Ski trip. The DOT Employee Recreation Association is sponsoring a ski trip to Montage and Elk mountains on the weekend of *February 21-23*. The group will stay in Scranton, PA.

Cost per person varies depending on the accommodations, and includes roundtrip transportation, complimentary beverages, weekend ski rentals, several meals, discount lift tickets and more.

A \$50 deposit is due on *Friday, November 15*.

To sign up or for more information, stop by the DOT Employee Store, room 2100, Nassif Building, or call Bill Gossard, (202) 382-65466, or Anton Lilly, x69723.

Frugal fun. Looking for entertainment discounts? The National Black Coalition of Federal Aviation Employees is selling "Entertainment 92" coupon books.

A book costs \$35 and is available for

Maryland, Virginia and the District of Columbia.

For more information, contact Lorraine Neal, x78848, or Warren Davis, x79224.

New employees. Sign up now for the revised and improved orientation program for employees who have been with the agency less than a year.

These are the scheduled dates for new employee orientation.

Thursday, November 14

Wednesday, November 27

Wednesday, December 11

To register for orientation, get in touch with your training coordinator or AHR-140's Diane Ables, x73880.

The one-day session includes briefings on payroll, travel, security and total quality management (TQM).

New employees can also learn about training and career development opportunities, employee benefits and the Employee Assistance Program.

In this revised orientation, those new to the FAA should gain the employee and organizational information they need to know as soon as possible after starting their jobs at the agency.

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Managers meetings. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor.

All members are urged to attend and bring a guest.

The next meetings are:

Wednesday, November 13

Wednesday, December 11

Air war. A major renovation of the National Air and Space Museum's World War I gallery opens on *Wednesday, November 13*.

The gallery, "Legend, Memory and the Great War in the Air," contrasts the romantic myths of gallant combat in the sky with the grim reality faced by the aviators who fought and died during World War I.

By using seven period aircraft and a large number of supporting photographs, posters, illustrations and models, the gallery provides an accurate picture of aviation's many roles in the war and examines the interplay between perception and reality in history.

Meet 'Tex.' A. M. "Tex" Johnston talks about his aviation experiences during a lecture at the National Air and Space Museum on *Thursday, November 14*.

The event starts at 7:30 p.m. in the Langley Theater.

Johnston witnessed the evolution of military and commercial aviation during the 1930s to 1960s from the unique vantage point of a top test pilot.

After barnstorming his way through the thirties and serving as a military instructor and military ferry pilot during World War II, Johnston joined Bell Aircraft in 1946.

While with Bell, he tested the XP-59, the first U.S. jet-propelled airplane, as well as several other Bell fighters.

In 1948, Johnston moved to Boeing where he tested several Boeing bombers and the Boeing 367-80, the prototype of the 707 jet transport.

Communicators meet. The Federal Aviation Club International Training in Communication, ITC, meets each Wednesday from 12 noon to 1 p.m. in the Headquarters ninth-floor confer-

ence room. The group aims to develop leadership skills, including communication skills as a speaker and a listener.

Members learn to speak in front of an audience and gain effective organizational techniques.

For more information, contact Len Baker at (202) 479-6884.

Black coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meeting on *Monday, December 2*, in conference rooms 9 AB from 12 noon to 1 p.m.

For more information, contact Marcia Adams, x73488.

FWPC meeting. The Federal Women's Program Committee has scheduled its monthly meeting on *Wednesday, December 4*, starting at 11 a.m. in the Civil Rights conference room.

The annual program planning meeting takes place *Friday, November 15*, in the Nassif Building's room 8334 and 8336. This day-long session, from 8:30 a.m. to 4 p.m., is for developing next year's activities.

Sheri Edgett-Baron, x79276, is the contact person.

Hispanic meeting. At Headquarters, monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the first Tuesday of each month in conference room 1030 at noontime. The next meeting is *December 3*.

What Is Work Force Diversity?

FAAers have been hearing and reading a lot about work force diversity.

Here's a definition from DOT's 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.

The Other Side of the Desk

Find out How To Interview on November 13

Tips on how to successfully interview people competing for jobs will be given during a luncheon at the National Press Club on *Wednesday, November 13*. The event is sponsored by the Women's Transportation Seminar and features Harold Brull, who has taught interviewing skills to DOT employees in the Senior Executive Service Candidate Development Program.

Brull's topic is "Behavioral Interviewing: Getting Past the Fluff."

The event runs from 11 a.m. to 2 p.m. at the National Press Building, 14th and F Streets NW. Cost is \$18 for members, \$20 for nonmembers.

For more information, contact Judy Kaplan Wener, x62685.

Pat Myers, x77882, can be contacted for additional information.

Targeting explosives. FAA's Aviation Security Research and Development Service will host the first international symposium on "Explosives Detection Technology" on *Wednesday-Friday, November 13-15*, at the Sands Hotel in Atlantic City, NJ.

Those interested in attending and/or submitting papers should contact Glenn Manoff at (609) 482-9550 or Siraj Khan at (609) 484-6825 for information.

International experts in aviation security, physics, electrical and electronics engineering and systems integration will discuss an array of technologies to improve explosives detection equipment and aid the human screener.

Weekly. *Intercom* appears weekly.

FAA mug, anyone? FAAers traveling to the Aeronautical Center in Oklahoma City have a chance to stop by the FAA Employee Association bookstore, which carries a wide assortment of articles sporting the FAA logo including hats, jackets, windbreakers, jewelry and coffee mugs.

The store is located near the center's headquarters building.

There's also a brochure that shows the items and their cost and has ordering instructions.

Want to take a look at the brochure? Contact Larry Thompson, ALG-220, x78838.

Pilot lawyers. The Lawyer-Pilots Bar Association holds its next semiannual meeting from *Sunday, March 3, through Friday, March 8*, at Westcourt

in the Buttes, Tempe, AZ.

The association is an international professional organization of lawyers who are also pilots. Many of the lawyers only represent segments of the aviation industry.

For more information, contact David E. Prewitt, 1700 Market Street, Suite 3131, Philadelphia, PA 19103, (215) 569-0300.

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.



1991 Combined Federal Campaign

YOUR
HELP
IS THEIR
HOPE

Healthbeat

Health benefits. FAAers have an opportunity, beginning on *Tuesday, November 12*, to enroll in the Federal Employees Health Benefits program, change health plans or change options.

It's important to review health coverage since premiums will rise an average of 8% in January.

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Headquarters FAAers may pick up the Health Benefits Registration Form (SF-2809 Rev. June 90) beginning on November 12 in the Employee Relations Branch, AHR-140, room 516.

Questions about open season? Contact Charlene Warren, x73872, or Ida Mack, x73881.

Health fair. In conjunction with the open season, a Headquarters health fair will be held on *Tuesday, November 12*, from 9 a.m. to 3 p.m. in conference room 5 ABC.

Representatives from most of the major plans will be there to answer questions and give specific information regarding their plans.

Feedback

Have an item? *Intercom* gladly runs announcements of events 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.

Extra copies. Extra copies of past issues of *Intercom* are available from the display rack in room 908.



Lots of Parking Lots

Back in 1964, the cityscape around FAA Headquarters was almost barren, top photo, with lots and lots of parking lots. Things are very different today, bottom photo, with scores of new buildings and no parking lots in sight.



Photo by Dennis Hughes

Travelers' Alert

Accounting Office Speeds up Voucher Processing

The way travel vouchers are processed has been changed to streamline and speed up handling.

Now travelers should submit only an original of SF 1012, Travel Voucher, according to the Office of Accounting.

To help travelers with recordkeeping, a copy of the voucher will be

provided when the amount paid differs from the amount claimed.

This processing change does not affect current supporting documentation requirements.

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



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

No Starry-Eyed Kid

Test Pilot Recalls Daring Soviet Fighter Jet Ride

World-famous test pilot Chuck Yeager wasn't the kind of kid who hung over fences staring at airplanes at the local airport.

He didn't climb into an airplane for the first time until he was 18 years old.

That's when Yeager became a mechanic with the Air Force.

A pilot urged Yeager to take a flight since he would be fixing planes.

Yeager climbed aboard, took the flight and promptly lost his lunch...all over the pilot.

Yeager talked about his experiences recently during a lecture at the National Air and Space Museum.

He recaptured the drama of breaking the sound barrier for his audience and shared other test pilot experiences.

turn to *Test Pilot* on page 4

Highlights

Sexual Harassment. What is it? How do you stop it? Hear what the experts say about sexual harassment at a seminar this month for Headquarters FAAers.

Turn to *Flightplan* on page 6 for more information.

Difficult People. How do you deal with difficult people and frustrating situations at work?

This month, a special workshop gives tips on how to handle tough situations.

Details on page 6.

Which Insurance? Need help in picking health insurance? A special seminar may help.

Check out *Healthbeat* on page 6.

turn to *Highlights* on page 2



Benjamin Davis visits an orphanage while he was an interceptor fighter wing commander in Korea.

Black Aviator Named 'Elder Statesman'

Benjamin O. Davis, Jr., an aviation pioneer and former DOT assistant secretary, is one of seven who received the Elder Statesman of Aviation Award in Washington, DC.

The honors are bestowed annually by the National Aero-

turn to *Award* on page 4

Radar's Future \$139 Million Complex Aims To Make Southern California Skies Safer

In a major step to move aviation into the 21st century, the FAA recently broke ground in San Diego for an innovative terminal radar approach control facility, TRACON for short.

Located on land leased from the U.S. Navy, the new facility will employ 500 FAAers -- including air traffic controllers, technicians, engineers and administrative staff.

The new complex will provide services now furnished by five radar facilities located throughout Southern California.

The first of its kind in the nation, the facility will provide air traffic control services to aircraft from the San Fernando Valley to the Mexican border, a much more expansive area than other TRACONS serve.

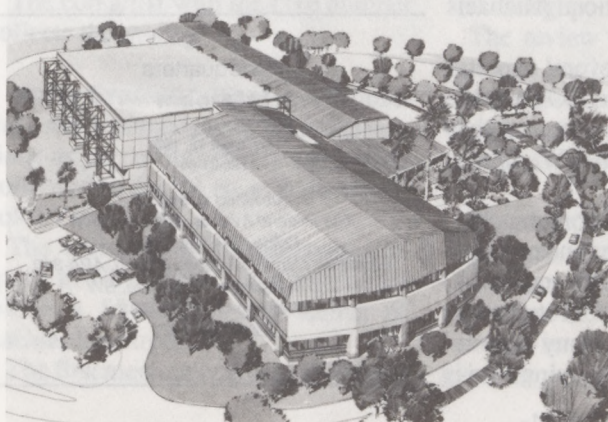
The \$139 million Southern California complex will have work stations for 96 air traffic controllers compared to a typical TRACON configuration with 20 to 25 work stations.

FAA Administrator James Busey and

Western-Pacific Regional Administrator Carl Schellenberg turned the first shovels of dirt at the construction site during an October 23 ceremony.

"We already have the best and safest air

turn to *Radar* on page 3



This is an artist's drawing of the innovative Southern California terminal radar approach control facility-- TRACON.

Highlights *from page 1*

Helping Others. Headquarters is looking for a few good floor wardens to help evacuate the building during fire drills and emergencies.

Find out how to sign up on page 8.

New Name. FAA's Aviation Standards National Field Office officially changed its name to the *Office of Aviation System Standards* on October 21.

The routing symbol, AVN, remains the same.

The new title clearly identifies the Office of Aviation System Standards as a Headquarters organization under the Associate Administrator for Aviation Standards.

"Field office" in the organization's former title created confusion.

The Office of Aviation System Standards in Oklahoma City continues to be responsible for FAA aircraft operations and maintenance, flight inspection of the National Airspace System, certification of airmen and registration of U.S. civil aircraft.



Work Force Women. A snapshot of today's workplace will differ from a snapshot of the workplace in the year 2000 as the number of women, minorities and immigrants increases, said Department of Labor official Michael Williams.

Williams was one of several experts who spoke to FAAers and DOT workers during DOT's observance of the 10th anniversary of Federal Women's Week, October 21-25.

Today, Williams said, women comprise 40% of all executives and managers, 51% of all accountants and auditors and half of all law school students.

Despite these advances, many women are "segregated" in lower-paying clerical, administrative and retail positions.

Find out More about TQM

FAAers Invited to 'Quality Network' Meetings

Interested in getting the scoop on what's going on with Total Quality Management, TQM, in the FAA?

To find out, FAAers are invited to attend meetings of the Quality Network, which begin again in January. They will be held on the *first Tuesday* of each month at Headquarters from 2 to 3 p.m.

The network gives employees a chance to give their opinions and suggestions on proposed policies, procedures, training and educational efforts to improve quality.

At the meetings, representatives from various agency organizations provide briefings and presentations.

Briefings at previous Quality Network meetings have included updates on the progress of FAA Quality Action Teams.

These teams have tackled such subjects as travel vouchers, accounting directives and the National Airspace System Development organization's training process.

Quality management boards, including one focusing on improving acquisitions, have provided insights into how the agency's TQM structure supports quality improvements.

Another previous meeting topic was the history of Airway Facilities' employee involvement process and its relationship to TQM.

TQM perspectives from outside the agency have been given by IBM, Martin Marietta and Booze Allen Associates.

FAAers who want to attend these monthly TQM information exchanges or receive meeting minutes should contact AXQ-3's Ted Criswell, x77925, or Carol Dieterle, x79129.

cal, administrative and retail positions. As a result, women earn 72% of what men earn.

About 18 million new jobs will be added to the economy between 1988 and 2000. Because the United States is competing in a global economy, many of these new jobs will require additional training and skills.

To compete for these new jobs, Williams offered the following tips:

→ Pay close attention to jobs that

offer employment opportunities, good pay and promotion potential.

→ Job opportunities are usually more favorable in growing occupations, but occupations with the fastest growth do not necessarily provide the most new jobs.

→ The three fastest-growing major occupational groups – executive, administrative and managerial; professional specialties and technicians; and related support jobs – require the highest levels of education.

Williams suggested ordering the Department of Labor's *Occupational Outlook Handbook*, which describes between 300 and 400 types of jobs.

Other information found in the handbook includes education and training requirements as well as salary, duties and a bibliography of organizations in related fields.

The handbook is available through the Government Printing Office or the Bureau of Labor Statistics.

Headquarters

Intercom

November 12, 1991
No. 91-44

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The Federal Aviation Administration
Office of Public Affairs
Employee Communications Branch, APA-340
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

'On Time' FAAers. Airlines like to tout their on-time performance record if it's good.

Now the Office of Accounting urges agency travelers to boost their "on time" performance by submitting post-travel paperwork as soon as possible.

Filing paperwork promptly and returning unused travel advance money quickly helps FAAers avoid delinquent accounts with Diners Club, the official travel credit card company, and assures that travel advance balances are repaid within 30 days.

The travel manual says travelers should submit paperwork to their travel approving official and turn in any travel advance balance to the accounting office within three working days of their return from temporary duty.

The approving official has two working days to submit the paperwork to the accounting office.

Accounting also reminds FAAers that the Diners Club charge card is for official travel only. Misuse can lead to disciplinary action.

Diners Club requires payment within 25 days after the billing date on the credit card statement.

Diners Club says it will automatically suspend employees' accounts that are 60 days overdue.

Dorisel Sturdivant, x79002, is the Headquarters contact. Regional and center FAAers should call their accounting office.

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.

Bogus Beeps. FAAers who carry beepers or paging devices are warned of a telephone scam that could cost them money.

Officials at the Defense Intelligence Agency in Washington, DC, are notifying other federal agencies of the scam.

Watch out for a page with a telephone number that begins with the 212 area code, followed by the 540 exchange and any four random digits.

Radar Complex *continued from page 1*

traffic control system in the world. This kind of event clearly demonstrates our determination to stay number one," Busey said.

Schellenberg added, "This groundbreaking is one of the most significant milestones the FAA has had in the last few years."

Schellenberg emphasized that picking a site having affordable housing within a "reasonable" commuting area was an important goal.

"While San Diego housing costs are not the lowest in California, a large variety of housing is available.... There is something here for everybody," Schellenberg said.

He also said the area offers a diverse choice of job opportunities that will help dual wage-earning families relocate more easily.

The FAA emphasized that picking a site for the innovative Southern California terminal radar approach control facility having affordable housing within a 'reasonable' commuting area was an important goal.

A TRACON uses radar to provide air traffic control services to aircraft arriving, departing or traveling through airspace controlled in its geographic location, normally about a 25-mile radius of a major airport.

The new facility will merge individual TRACON control sections into one larger, more efficient area.

The TRACONs to be consolidated into the Southern California facility include those in Burbank, El Toro, Los Angeles, Ontario and San Diego.

The new complex will assume the other radar facilities' areas of responsibility beginning in 1993 and will be fully functional by 1995.

The five facilities will eventually be decommissioned as the Southern California TRACON takes over the airspace control.

Look for more about the Southern California TRACON in an upcoming issue of *FAA World*.

Don't call the number.

Area code 212 is in New York City, and the 540 exchange acts the same way as a 900 number.

The telephone you use to return the bogus page is automatically billed \$55.

The con artist with the fake number collects the money.

Noise Sessions. The FAA is holding a series of nine public listening sessions as part of its aircraft and airport noise review for the New York metropolitan area.

The review area encompasses airspace in New York and Connecticut within a 55-nautical-mile radius of LaGuardia Airport.

The first meeting was held in Mama-

roneck-Rye Brook, NY, on November 5. The last is scheduled for Newburgh, NY, on December 5.

Other meeting locations are White Plains, Cedarhurst, Staten Island and Queens, NY, and Greenwich, Stamford and Bridgeport, CT.

The review is designed to complement an environmental impact study on aircraft noise in New Jersey resulting from the rerouting of higher altitude flight paths in 1987.

Biggest Contingent. FAA's Mike Monroney Aeronautical Center in Oklahoma City has the biggest concentration of DOT employees of any location in the world - 6,000 on any given day.

Aviation 'Elder Statesman' Award *from page 1*

nautic Association for significant contributions to aeronautics.

Davis was nominated for the award by the FAA.

Other award winners this year include Harold W. Buker, Jr., Cornelius R. Coffey, Robert A. Hoover, Ralph S.

Test Pilot *from page 1*

When Yeager flew a Bell X-1 on October 14, 1947, he ended forever the speculation that breaking the sound barrier would crush an aircraft.

Named *Glamorous Glennis* in honor of Yeager's wife, the plane is displayed in the museum's Milestones of Flight Hall.

During a question-and-answer session, Yeager gave these personal observations:

→ The water-filled "G-suits" of the 1940s provided comic relief, Yeager recalls. The failed design was eventually scrapped. Imagine this, Yeager told his audience. A test pilot had to stand on the wings after a flight and literally be drained. That's not the type of welcome-back ceremony pilots were hoping for after a daring flight.

→ Yeager had a few comparisons about air war. In his day, a new pilot spent hundreds of hours learning how to hit a target with bombs.

In today's computer age, Yeager says, a new pilot has a training flight that guarantees target accuracy — the instructor shows the pilot the red button.

→ One of Yeager's stories sums up his fearlessness. During the Korean War an enemy pilot defected with a Soviet MIG-15 fighter jet. The United States didn't know much about the aircraft, so Yeager tested it.

He took the plane up to about 60,000 feet and put it in a straight dive toward earth.

Realizing only then the MIG wasn't maneuverable, Yeager waited until he reached denser air at lower altitudes to attempt to pull out of the dive.

It worked.

Special thanks to Linda Hammer of the Office of Policy, Plans and International Aviation for this report.

Johnson, Marie McMillan and Evelyn "Bobbi" Trout.

Coffey and Davis are the second and third blacks to receive the honor, which was first given in 1954.

FAA's Spann Watson, who won the award last year, was the first black to receive it. He works in Air Traffic Systems Management at Headquarters.

Davis was honored for his distinguished military career that spanned 35 years.

As the first African American to graduate from West Point in 1936, Davis played a key role during his entire career in easing racial tensions and prejudice in the military.

He commanded the all-black 332nd Fighter Group known as the Tuskegee

As the first African American to graduate from West Point in 1936, Benjamin Davis played a key role in easing racial tensions and prejudice in the military.

Airmen whose stellar combat performance in World War II led to the U.S. Air Force's compliance with President Truman's order to integrate the Armed Forces.

Davis held other key positions, including commander of the 13th Air Force in the Philippines where he was in charge of logistics for most of the fighters and bombers involved in the Vietnam War.

In 1970, Davis retired from the Air Force as its first black three-star general and then held several civilian positions.

After multiple airliner hijackings in September 1970, Davis was appointed to head the DOT's "get tough" campaign and coordinate antihijacking plans and policies.

Later Davis assumed broader responsibilities as a DOT assistant secretary.



Carol Brooks and Dave Morse serve up Airway Facilities' tangy chili at Headquarters CFC cookoff.

Good Sports

Administrator's Management Team Spices up CFC Fundraising Event with Humor, Tangy Chili

Chili lovers packed the 5th-floor conference room for a chance to curb their appetite, sample the best assortment of chili concocted by members of the Administrator's Management Team and benefit the Combined Federal Council (CFC).

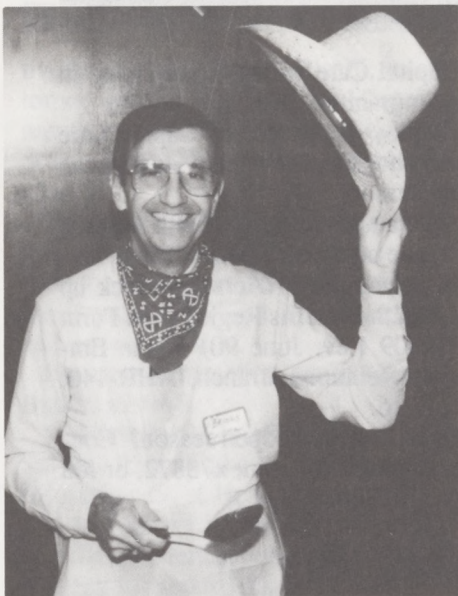
FAAers voted for the best of 14 offerings prepared by top executives in the "People's Choice Award" contest.

First prize in the popular opinion poll went to the offering by Policy, Planning and International Aviation with 28 votes.

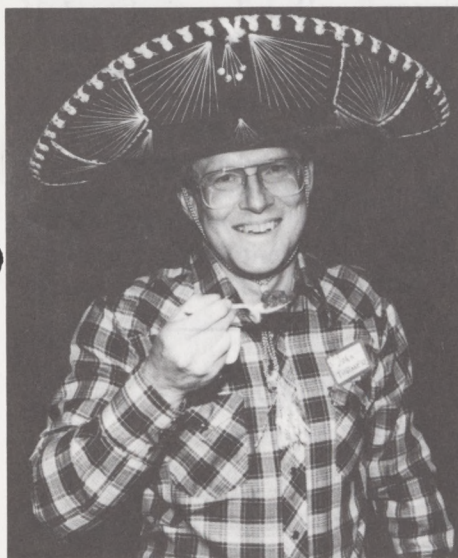
Brooks Goldman and the Office of the Associate Administrator took second place with 28 votes.

In a "hotly" contested race, Leon Watkins and the Office of Rights won third prize with 27 votes.

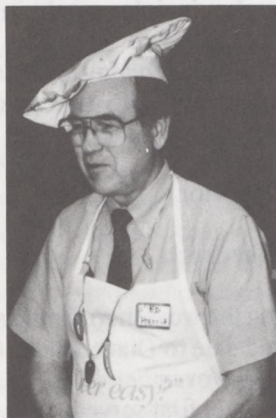
The selections ranged from mild to vegetarian to



Brooks Goldman sports cowboy gear.



John Turner samples a spoonful of chili.



Ed Harris dons a chef's hat, apron and a string of chili peppers.

"The chili cookoff was good fun for a good cause," said Mike Moffet.

"API was pleased to have the most popular chili served and will be happy to share the recipe with Airway Facilities. After all, pleasing the customer is what quality is all about," he said.

There were other winners, too.

Joseph Canny, DOT Deputy Assistant Secretary for Policy and Interna-



Three FAAers taste competing chili recipes at CFC cookoff on October 16. Scores of Headquarters workers showed up for the event which raised \$310.

tional Affairs, had the difficult task of judging the best from all 14 entries.

In a tough taste test, he awarded first prize to Arnold Aquilano and Airway Facilities and second prize to John Turner and NAS Development.

"Our chili, like everything else in Airway Facilities, is based on the premise "Excellence Is the Key to Quality,"

'The chili cookoff was good fun for a good cause. API was pleased to have the most popular chill served and will be happy to share the recipe with Airway Facilities. After all, pleasing the customer is what quality is all about.'

Mike Moffet
Assistant Administrator for Policy,
Planning and International Aviation

and was appropriately recognized by the outstanding judging," said Carol Brooks of the AAF organization.

Honorable mention went to Edward Harris and the Office of System Capacities and Requirements.

Just in case the cookoff produced any digestive challenges, the Office of Aviation Medicine was on hand to "provide an opportunity to put the fire out before it gets too severe," said Bob Poole.

Antidotes for the chili were antacid tablets, which were available just around the corner from the fire-quenching (lemonade) station.

The turnout, which raised over \$310 for the CFC, was heavier than expected. As a result, the chili disappeared before everyone could taste the competition.

"We were victims of our own success," said AMT Chili Cookoff Chairperson Karen Duke.

By the end of the third week of the CFC campaign, FAA Headquarters had reached 77% of its goal, or \$206,000.



1991 Combined Federal Campaign

**YOUR
HELP
IS THEIR
HOPE**

Healthbeat

Need Insurance help? Need help in picking a health plan during open season?

A seminar on choices and types of health plans will be held on *Monday, November 25*, from 11 a.m. to 12 noon in FAA Headquarters, conference room 8 ABC.

It will focus on the advantages and disadvantages of health maintenance organizations versus traditional insurance providers, although it will not include specific comparisons or endorsements of particular plans.

The seminar's panel includes: *Sam Hart*, manager of the National Health Awareness Program; *Ida Mack*, employee relations specialist; *Jerry Meade*, manager of the Employee Assistance Program; and *Kim Brams*, Employee Assistance Program counselor.

The seminar is sponsored by the Employee Relations and Career Development Branch in conjunction with the National Health Awareness Program.

Fight lung disease. Since November is Lung Disease Month, the FAA clinic is offering pulmonary function testing on these dates: *November 13, 15, 18, 20 and 25.*

Make an appointment by stopping by the clinic, room 327.

Literature is available on the lungs, bronchitis, emphysema, pleurisy and pneumonia.

Smokeout. The Great American Smokeout is *Thursday, November 21.*

Literature on how to quit smoking, antismoking buttons, headless matches and Larry Hagman's "wrist snappin' bracelet"—the TV star's quit smoking technique—will be available on November 19 in the clinic, room 327.

Pulmonary disease. Emphysema and chronic bronchitis, known as chronic obstructive pulmonary disease, are characterized by progressive limits on the flow of air in and out of the lungs.

Early symptoms of chronic obstructive lung disease include mild short-

ness of breath and slight morning cough.

During or after colds or other respiratory tract infections, episodes of wheezing occur.

The clinic urges FAAers to consult their doctor if they have these symptoms:

→ A persistent or recurring cough—one that hangs on or goes away only to return.

→ A feeling of tightness or pain in the chest.

→ Shortness of breath—sometimes accompanied by dizziness.

→ General weakness or a tendency to tire easily.

Health benefits. During the next few weeks, FAAers have an opportunity to enroll in the Federal Employees Health Benefits program, change health plans or change options.

It's important to review health coverage since premiums will rise an average of 8% in January.

Health benefits open season ends on *Monday, December 9.*

The *1992 Enrollment Information Guide and Plan Comparison Chart* has been forwarded to all employees.

Capital Care will not participate in the program in 1992.

Employees covered by Capital Care must choose a new plan during the open season.

All changes made to health benefits will take effect on January 12, 1992.

Headquarters FAAers may pick up the Health Benefits Registration Form (SF-2809 Rev. June 90) in the Employee Relations Branch, AHR-140, room 516.

Questions about open season? Contact Charlene Warren, x73872, or Ida Mack, x73881.

Flightplan

Sexual harassment. A seminar focusing on sexual harassment is planned for *Thursday, November 21*, at the General Services Administration auditorium, 801 D Street, SW.

The seminar runs from 1:15 to 3:30 p.m. and features several experts on sexual harassment.

They include Toni Armador, vice chairman of the Merit System Protection Board; Lib Vogel, an administra-

Dealing with 'Difficult People'

Workshops on November 25 and 26

Give Advice on Coping with Tough Work Situations

Let's face it, just about everyone encounters "difficult people" at work.

Often, FAAers deal with the same kind of frustrating situations time after time, but it doesn't have to be that way. Learn to deal effectively with difficult people and tough situations through principles taught in a new workshop: "How to Deal with Difficult People."

The one-day workshop will be offered on both *Monday and Tuesday, November 25 and 26*, at FAA Headquarters from 9 a.m. to 4 p.m. each day.

Some of the discussion topics include:

- Who are difficult people?
- Identifying passive and aggressive behavior.
- Diffusing verbal attacks.
- Handling criticism and constructive feedback.
- Effective listening techniques.

Employees who are interested in attending the workshop should submit FAA Form 3000-13 indicating the preferred date to Diane Ables, Career Development Branch, AHR-120, by *Friday, November 15.*

Each workshop will be filled on a first come, first served basis.

For more information, contact Ables, x73880.

tive law judge; Michael Riselli, an attorney specializing in sexual harassment cases; and Paul Trayer, executive director of the Federal Managers Association.

The local FAA chapter of the association is sponsoring the seminar.

Each panel member will make a presentation followed by a question-and-answer session.

For more information, contact Henry Butler, x79140.

\$\$\$ briefing. A briefing on the Thrift Savings Plan will be held on *Tuesday, November 19*, at Headquarters.

It will be held from 10 a.m. to 12 noon in conference room 5 ABC. There is space for about 100.

Interested in attending? Contact Ida Mack, Employee Relations Branch, AHR-140, x73881.

New employees. Sign up now for the revised and improved orientation program for employees who have been with the agency less than a year.

These are the scheduled dates for new employee orientation.

Thursday, November 14

Wednesday, November 27

Wednesday, December 11

To register for orientation, get in touch with your training coordinator or AHR-140's Diane Ables, x73880.

Managers meetings. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor.

All members are urged to attend and bring a guest.

The next meeting is on *Wednesday, December 11*.

History volunteers. Volunteers are needed for the Black History Planning Committee, a Headquarters group that is putting together events to celebrate Black History Month in February.

Headquarters FAAers interested in joining the committee should contact Tina Stephens, Office of Civil Rights, x73253.

Black coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meeting on *Monday, December 2*, in conference

Native American Heritage Month

Films, Displays Highlight Culture

November is Native American Heritage Month.

To recognize its culturally diverse employees, FAA Headquarters is sponsoring several events.

Photographs. A display in the lobby during the *week of November 18* features photographs of Native American culture including pow wows and regalia of various tribal groups.

Native dances. On *Tuesday, November 19*, at 10 a.m. there will be a performance of Native American dances by the Chickahominy Redmen accompanied by the River of High Banks Drum in the lobby. If the weather is nice, it will be held on the plaza in the back of the building.

Films. On *Friday, November 22*, there will be several showings of films in conference room 5 ABC at 9 a.m., 10:30 a.m. and 2 p.m.

The films will include "Taking Tradition To Tomorrow," "The 17th Century Powhatan Indian," "The Navajo Way" and others.

For more information, call John Odgen, AHR-120, x77379, or Al Mendez, ACR-03, x73262.

FAA facilities throughout the country routinely sponsor events to illustrate the nation's cultural diversity. Recently, the Aeronautical Center in Oklahoma City held this exhibition of Native American dances.



rooms 9 AB from 12 noon to 1 p.m.

For more information, contact Marcia Adams, x73488.

FWPC meeting. The Federal Women's Program Committee has scheduled its next monthly meeting for *Wednesday, December 4*, starting at 11 a.m. in the Civil Rights conference room. The annual program planning meeting takes place *Friday, November 15*, in the Nassif Building's room 8334 and 8336.

The goal of this day-long session, from 8:30 a.m. to 4 p.m., is to develop next year's activities.

Sheri Edgett-Baron, x79276, is the contact person.

Hispanic meeting. At Headquarters, monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the *first Tuesday* of each month in conference room 1030 at noontime.

The next meeting is *December 3*. Pat

Myers, x77882, can be contacted for additional information.

FAA cap, anyone? FAAers traveling to the Aeronautical Center in Oklahoma City have a chance to stop by the FAA Employee Association bookstore, which carries a wide assortment of articles sporting the FAA logo including hats, jackets, windbreakers, jewelry and coffee mugs.

The store is located near the center's headquarters building.

There's also a brochure that shows the items and their cost and has ordering instructions.

Want to take a look at the brochure? Contact Larry Thompson, x78838.

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.

Getting Ready for an Emergency

Fire Drill Update: Tips on How To Speed up Building's Evacuation

Remember the October 8 fire drill at FAA Headquarters?

The people in the Headquarters Building Management Division, ALG-500, say thanks to building occupants who cooperated during the drill and made it successful.

But evacuation can be improved. Here are observations from the building's floor wardens, DOT and General Services Administration so some potential problems can be eliminated.

➔ Stairwells numbered 2,3,6 and 7 that exit into the lobby were overloaded, delaying rapid evacuation. These stairwells are located near the elevators. All stairwells are marked with numbers on the doors.

➔ Stairwells numbered 1, 4, 5 and 8 that exit to the outside of the building were sparsely used. That helped cause an overload in other stairwells. These stairwells are located at the four corners of the building.

➔ Many building occupants did not move across the street from the building as directed and required for their safety.

➔ The doors to stairwells 2,3, 6 and 7, which exit into the lobby, kept closing and hindered evacuation.

➔ Some occupants used the escalators to go to the garage level instead of exiting the building at the lobby.

➔ Some occupants were reluctant to

leave areas of the building and that frustrated some floor wardens.

"Often fire drills seem silly and annoying to many of us," floor warden Mike Smith said, "and I feel a bit ridiculous wearing an orange badge and white hard hat as do many of the others."

Smith, who works in the Office of Rulemaking, emphasized, "This feeling goes away when reminded of the very real tragedies that take place under chaotic circumstances during actual fires and the resulting loss of lives of those trampled to death, burned to death or asphyxiated."

To prevent potential problems from becoming serious, building occupants are asked to follow directions of floor wardens.

Here are some other changes and evacuation tips.

➔ Locate the nearest stairwell to your work area, use it during an emergency or drill and follow the warden's directions.

➔ Leave the building and return only when an "all clear" is announced.

Wanted: Floor Wardens

FAA Headquarters needs employees to volunteer to be floor wardens and help fellow workers evacuate the building during a fire drill, real fire or emergency.

Floor wardens attend special training sessions and are issued badges.

The Headquarters Building Management Division, ALG-500, thanks all wardens for a "job well done" during the October 8 fire drill and urges others to volunteer. Interested? Contact Vernon Moore, x78850.

Feedback

Columbus revisited. FAA's Chief Scientist *Dr. Bob Machol* spotted a historical error in a recent issue of *Intercom*.

The story pointed out Hispanic contributions to the culture of the Americas.

To set the record straight, Ponce de Leon sailed with Christopher Columbus on his *second* voyage to the New World in 1493.

By the way, Machol was recently elevated to associate fellow of the American Institute of Aeronautics and Astronautics.

Give blood. When *Linda Hammer* went to the National Air and Space Museum recently to hear *Chuck Yeager* talk about his daring days as a test pilot, she walked away with this thought. After hearing about "just

another day" in the life of a test pilot, she encourages FAAers to be less fearful about giving blood. "It just isn't that bad."

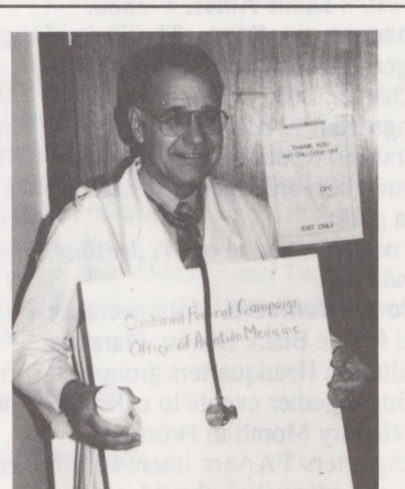
Hammer is a special assistant to the Assistant Administrator for Policy, Planning and International Aviation. Her report on *Yeager* begins on page 1.

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.



Queasy Stomach?

Aviation Medicine's *Bob Poole* was ready to dispense antacids during the recent chili cookoff. His advice: "Give to the Combined Federal Campaign and feel better." Find out whose chili was rated tops on pages 4 and 5.



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

Top Performers

Airway Facilities Honors FAAers for Quality Work

Scores of FAAers from across the country who work for the Airway Facilities organization have been honored for their top-notch performance.

More than 250 Headquarters and regional employees, family members and friends attended the organization's Second Annual National Honorary Awards Ceremony recently in Washington, DC.

Administrator James Busey praised the award winners for their leadership,

Turn to page 3 for list of Airway Facilities honorees.

contributions and achieving high levels of performance in their day-to-day work and service to communities.

Nominations for the awards had come from peers. Each nominee received a certificate of recognition and a coffee cup specially designed for Airway Facilities.

Peers also selected award recipients. Each winner received a watch sporting the Airway Facilities logo.

In addition, Associate Administrator for Airway Facilities Arnold Aquilano presented his own special award of a lapel

turn to Awards on page 3

'Tis the Season

Watch out for Thieves

'Tis the season for cheer -- and thieves. So, FAAers are warned to take extra precautions to make sure personal items and government equipment aren't ripped off.

Traditionally during the holiday season, the number of thefts at FAA Headquarters increases.

In previous years, tens of thousands of

turn to Thieves on page 3

Sad Moving Day

Headquarters Marks 28th Anniversary

Just hours after President John F. Kennedy was assassinated in Dallas on November 22, 1963, trucks began moving FAA's records and equipment into a new marble building at 800 Independence Avenue SW.

The FAA Headquarters building had a somber beginning 28 years ago.

On that November turn to **Moving Day** on page 2



A December 1963 snowstorm blankets Washington as a finned automobile moves along Independence Avenue in front of the then-new FAA Headquarters building. To the right was an old building used by the Navy. It's now an entrance to I-395.

FAA's '92 Goals

Agency Strives for Better Management, Cultural Diversity, International and Environmental Cooperation

The FAA has zeroed in on four major goals to achieve this fiscal year.

The objectives aim to improve the quality of the agency's management; boost cultural diversity; increase international standardization of air traffic management, safety and security regulation; and promote environmental compatibility between airports and communities.

This year's objectives, Administrator James Busey said in a message to top agency executives of the Administrator's Management Team, "require us to broaden our focus" beyond FAA's traditional responsibilities to ensure safety, reduce system delays and modernize the national airspace and airport systems.

"I want us to turn our attention to some internal issues -- improving the quality of our management, increasing cultural diversity and enhancing the environment of our workplace," Busey said.

"With the changes we have witnessed on the international scene, we need to increase our efforts to work with our international counterparts on safety, security and technical issues," Busey said.

"Finally, we must enhance our efforts to make aviation a good neighbor while

turn to '92 Goals on page 2

'92 Goals: Better Management, More Diversity *continued from page 1*

continuing to reduce delays and increase capacity," Busey said.

The 1992 goals, he added, do not replace or displace the FAA's fundamental responsibilities. They expand on its traditional roles.

Busey emphasized that FAA's Total Quality Management - TQM - vision is to "provide the finest aviation service in the world, as an integral part of the U.S. transportation system, and be the best

Moving Day *from page 1*

evening, trucks started hauling furniture and files from one of the agency's many outposts - 1711 New York Avenue - to the then-new building.

Vans rumbled past the White House under rainy, gloomy skies.

The new Headquarters pulled together agency employees from far-flung corners of the nation's capital including "temporary" buildings squeezed between Constitution and Independence Avenues on the Mall.

Those prefab buildings witnessed a lot of history including the flood of people who streamed past during the hot summer of 1963 headed for the Lincoln Memorial to hear Dr. Martin Luther King's "I Have a Dream" speech.

Before FOB-10A, the designation government planners gave the building,

FAA's old buildings had some of the 'biggest rats in DC.'

FAAers worked in more than a dozen locations throughout the city.

Some of the agency's workers who moved into the new building are still working in it.

George Mathieu of the Headquarters Office of Public Affairs worked in one of the Mall's "temporary" buildings before moving into the classier Independence Avenue digs.

He's still at FOB-10A and remembers the old Mall buildings. They had a reputation for housing some of the "biggest rats in DC," Mathieu recalls.

Federal employer, continually striving to meet the needs of our customers and our employees."

The agency's 1992 goals, Busey said, "will move us closer to our vision."

John Rodgers, director of the Office of Aviation Policy and Plans, is working with FAA organizations to "find ways to measure our performance and to establish a process to track our progress."

Here are the agency's four objectives.

➔ Improve the quality of FAA's management by implementing Total Quality Management to improve acquisition, training, communications and financial management and budgeting systems.

Recognize and reward the excellence and dedication of the FAA work force in achieving the mission and future vision of the agency.

➔ Increase cultural diversity in the FAA through continued education and increasing the representation of women and minorities at higher levels in the FAA. Add at least 1,200 more women and 200 more minorities to the agency's work force in the 1992 fiscal year.

➔ Increase international standardization of air traffic management and safety and security regulation by working with aviation authorities abroad to increase training, technical cooperation, research and acceptance of common air traffic control systems - such as the Global Positioning Satellite program - and by placing more FAA operational and security personnel in international locations, particularly the Asia-Pacific and Latin America.

➔ Promote airport-community environmental compatibility consistent with the need to provide more airport and airspace capacity at severely congested locations.

In the external aviation environment, promote land use planning and zoning at the local level that provides adequate balance between the capacity needs of air commerce and the needs of local residents and businesses.

In the internal FAA environment, address problems that affect FAA employees and provide a safer, more healthful work place.

Accounting Plans Training Want To Know More about Permanent Change-of-Station Moves?

The Office of Accounting plans to conduct a training session for Headquarters administrative contacts and travel authorizing officials.

The training will cover administrative requirements associated with permanent change-of-station moves, subclassifications to be used, the proper way to calculate estimates for relocation services, Relocation Income Tax Allowance and no-fee services for employees seeking temporary quarters and permanent residence.

Discussion leaders and panel members from the Accounting Operations Division, AAA-200, the Travel and Relocation Systems Division, AAA-300, and private industry will participate in the training.

Specific dates for training sessions will be set depending on the number of Headquarters employees interested in attending. To sign up, contact Marion Isaac, AAA-300, x77062.

Headquarters
Intercom

November 19, 1991
No. 91-45

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(202) 267-8521

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.

1991 Airway Facilities National Honorary Awards

Outstanding Manager of the Year
John Williford
 Alaskan Region

Outstanding Supervisor of the Year
Terri Breitstein
 Central Region

Distinguished Employee of the Year
Frank Viscardi
 Eastern Region

Distinguished Performance Award
David Brindle
 New England Region

Public Awareness Award
Connie Hansbrough
 Washington Headquarters

Human Relations
 Achievement Award
Dean Falcicchio
 Great Lakes Region

Administrative Excellence Award
Carol Fulgham
 Southwest Region

Secretarial/Clerical
 Excellence Award
 Secretarial:
Cheryl Bumblis
 Washington Headquarters
 Clerical:
Iris (Yvonne) Speer
 Southwest Region



Mike Upton, center, receives a "gold key award" from Associate Administrator for Airway Facilities Arnold Aquilano and Airway Facilities' deputy Ed Kelly. Upton was one of more than 100 Airway Facilities workers from across the country lauded for their commitment to quality.

Employee Involvement for
 Excellence Award
 Bargaining:
Joseph Beauchea
 Southern Region
 Non-bargaining:
Charles Jumpeter
 Eastern Region

EEO for Excellence Award
John Gonsales
 Northwest Mountain Region

Mentoring Award
Betty Jones
 Washington Headquarters

Maintenance Operations Technical
 Employee
Victor Pestana
 Western-Pacific Region

Facilities and Equipment Technical
 Employee
Jerry Nieto
 Western-Pacific Region

Team Excellence Award
 Vancouver Field Maintenance
 Party Crew 1:
Kenny Anderson
Willie Eigner
Kip Rice
 Northwest Mountain Region

Community and Volunteer Service
 Award
Julio Santana-Castro
 Southern Region

Outstanding Contribution to the
 AAF Mission
Samuel McKoy
 Southern Region

Thieves *from page 1*

dollars worth of FAA computer equipment, software and other electronic items were stolen.

Individual employees have lost hundreds of dollars to thieves operating within the building who target unattended purses, bags and wallets.

Security officials say it is the responsibility of individual users to make sure that high-value equipment and software, such as computers – especially laptop

versions – are properly secured when left unattended.

Lock the equipment in a secure room or secure it with an approved cable tie-down or similar locking device.

Never leave personal property unattended unless you are willing to risk loss. Make sure it is locked up.

The government is not responsible for personal property loss.

It's up to each employee to use common sense in protecting valuables from theft.

Awards *from page 1*

pin in the shape of a key and a plaque to 20 outstanding employees at the program for their commitment to quality performance.

He plans to visit each region and present the key award to 82 winners who could not be at the Washington ceremony.

On behalf of the Airway Facilities work force, Aquilano received a plaque as did Ed Kelly, the organization's deputy associate administrator.

Flightplan

Native American films. On Friday, November 22, there will be several showings of films about Native Americans in conference room 5ABC at 9 a.m., 10:30 a.m. and 2 p.m.

The films include "Taking Tradition to Tomorrow," "The 17th Century Powhatan Indian," "Season of a Navajo" and "Winds of Change."

Difficult people. Learn to deal effectively with difficult people and tough situations through principles taught in a new workshop: "How to Deal with Difficult People."

The workshop will be offered on Monday and Tuesday, November 25 and 26, at FAA Headquarters from 9 a.m. to 4 p.m. each day.

Each workshop will be filled on a first come, first served basis.

For more information, contact Diane Ables, AHR-140, x73880.

TQM. FAAers are invited to find out more about Total Quality Management—TQM—by attending meetings of the

Healthbeat

Need insurance help? Need help in picking a health plan during open season?

A seminar on choices and types of health plans will be held on Monday, November 25, from 11 a.m. to 12 noon in FAA Headquarters, conference room 8 ABC.

It will focus on the advantages and disadvantages of health maintenance organizations versus traditional insurance providers, although it will not include specific comparisons or endorsements of particular plans.

Health open season. FAAers have until Monday, December 9, to enroll in the Federal Employees Health Benefits program, change health plans or change options.

It's important to review health coverage since premiums will rise an average of 8% in January.

Questions about open season? Contact Charlene Warren, x73872, or Ida Mack, x73881.

Quality Network, which begin again in January. They will be held on the first Tuesday of each month at Headquarters from 2 to 3 p.m.

The network gives employees a chance to give their opinions and suggestions on proposed policies, procedures, training and educational efforts to improve quality.

At the meetings, representatives from various agency organizations will provide briefings and presentations.

Those who want to attend these monthly TQM information exchanges or receive meeting minutes should contact AXQ-3's Ted Criswell, x77925, or Carol Dieterle, x79129.

Sexual harassment. A seminar focusing on sexual harassment is planned for Thursday, November 21, at the General Services Administration auditorium, 801 D Street SW.

The seminar runs from 1:15 to 3:30 p.m. and features several experts on sexual harassment matters.

For more information, contact Henry Butler, x79140.

New employees. Sign up now for the revised and improved orientation program for employees who have been with the agency less than a year.

These are the scheduled dates for new employee orientation.

Wednesday, November 27

Wednesday, December 11

To register for orientation, get in touch

with your training coordinator or AHR-140's Diane Ables, x73880.

FAA managers. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor.

All members are urged to attend and bring a guest.

The next meeting is on Wednesday, December 11.

Black coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meeting on Monday, December 2, in conference rooms 9 AB from 12 noon to 1 p.m.

For more information, contact Marcia Adams, x73488.

Women's program. The Federal Women's Program Committee has scheduled its next monthly meeting for Wednesday, December 4, starting at 11 a.m. in the Civil Rights conference room.

Marcia Adams, x73488, is the contact person.

Hispanic meeting. At Headquarters, monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the first Tuesday of each month in conference room 1030 at noontime.

The next meeting is December 3.

Pat Myers, x77882, can be contacted for additional information.

Weekly. *Intercom* is published weekly.

Building Bulletin Board

Shuttle bus update. The pickup and drop-off point for the large white employee shuttle bus running between FAA Headquarters and the Nassif and Transpoint buildings moves to the C Street side of the building on Monday, November 25.

Shuttles to the Tariff and Universal buildings will continue to pickup and discharge passengers at the Independence Avenue circle in front of the building.

Because the large shuttle bus will use C Street, the day care pickup and drop-off will remain on the Independence Avenue side of the building.

Volunteers wanted. Headquarters needs people to volunteer to be floor wardens and help fellow workers evacuate the building during a fire drill, real fire or emergency. Interested? Contact Vernon Moore, x78850.



U.S. Department
of Transportation

Federal Aviation
Administration

Headquarters Intercom



As a major in the Air Force, Tom Higgins, left, flew 1,000 hours of combat support missions during the Korean war. This 1953 photo was taken in Seoul.

A Half-Century Later

Headquarters FAAer 'Having Too Much Fun To Retire'

Tom Higgins doesn't plan to retire soon. "I'm having too much fun. I enjoy working more than playing golf," quips Higgins, a 71-year-old FAAer.

Higgins started his aviation career on September 2, 1941, when at 20 he was the youngest New Yorker commissioned as a flying cadet. He piloted a P-47 in the Army Air Corps.

His coworkers marked Higgins' 50 years of federal government service earlier this month when his boss, Bob Brown, presented him with a special plaque.

Higgins, an engineer in the NAS System Engineering Service at Headquarters, pins his eagerness to stay on the job on the scores of "good people" he's worked with over the years.

His job, he says, makes him feel part of a team that is "contributing to the future of aviation."

After retiring from the Air Force,

Higgins headed for the FAA in 1964 and was on the development and evaluation team for the supersonic transport.

Before that, his military career took him to hostile, far away places.

During the Korean conflict, Higgins flew 1,000 hours of combat support missions. He shuttled supplies and trans-

turn to 50 Years on page 3

Highlights

Vital Facts. Learn more about AIDS. Turn to *Healthbeat* on page 4.

FAA's Best. New England Region's Resource Management Division has been selected to receive FAA's 1991 Annual Management Systems Activities Award.

The nationwide award, given since 1986, recognizes outstanding agency

turn to Highlights on page 2

Faster and Better Computer Simulation Helps Aviation Planners Predict the Future

When the FAA introduced its airport and airspace simulation computer model in late 1989 it was an immediate hit.

Now the agency offers airport and airspace designers a better, faster version with added features.

Called SIMMOD, the simulation program caught the attention of DOT Secretary Sam Skinner.

Last month, Skinner honored one of its designers, Headquarters FAAer David Winer, for his "tireless and innovative efforts to develop SIMMOD and foster its worldwide use."

Winer received the Secretary's Award for Meritorious Achievement.

He manages the Model Development Division of the Operations Research Service.

turn to New Aviation on page 3

Role Model FAA Engineer on Loan to Black College

To help encourage more women and minorities to apply for future agency jobs, an electronics engineer at the FAA Academy has turned teacher.

In September Prather Thomas began a year-long stint as a visiting professor at Langston University near Guthrie, OK.

It is believed to be the first time the agency has loaned one of its employees to a historically black college.

Thomas is an FAA role model for black students at the university.

The assignment will help the FAA develop "a pool of highly qualified

turn to Engineer on page 3

Highlights *from page 1*

organizations in the fields of management systems and data systems.

The honor went to the division for its overall high level of performance in several areas.

They include program accomplishment, communications, employee development, external relations, professionalism, human relations and Total Quality Management - TQM.

Mike Sherwin, director of Management Systems, will present a plaque to Jerry Doyle, the winning division's manager.

Certificates will also be given to all FAAers who worked in the division during the award period.

Good Ideas? Have ideas on how to promote diversity in FAA's workplace?

The Staffing Policy Division, APN-200, at Headquarters wants to know. Call in suggestions to David Benton, FTS 267-8499.

50th Center. The FAA dedicated the 50th Aviation Education Resource Center last month.

In cooperation with the Massachusetts Aeronautics Commission, the center opened at the State Transportation Library in downtown Boston.

These centers are vital, said New England Regional Administrator Arlene Feldman at the October 23 ceremony, "to prepare our young people to assume a wide variety of careers in aviation."

Aviation education resource centers are being set up across the country at colleges, universities, museums, science centers and government facilities.

They serve as a focal point for aviation resources including education programs, publications, pamphlets, books, computer software and videotapes.

LA Spotlight. A special panel is reviewing operations and procedures at Los Angeles International Airport and plans to complete its study by the end of the month.

The panel is comprised of experts from the FAA and Los Angeles Department of Airports and other aviation officials.

The committee is looking at all aspects of ground and air operations and related issues that affect aviation organizations that use the airport.

An in-depth review of the airport will make sure the "flying public continues to receive the highest level of aviation service and safety," Western-Pacific Regional Administrator Carl Schellenberg said.

3.7% Raise in 1993? January's pay raise for federal workers of 4.2% is expected to be followed by a 3.7% boost in January 1993.

The 1993 pay increase is figured out by the Department of Labor and based on an employment cost index.

Earlier projections put the 1993 raise higher -- in the mid-4% range.

Airport \$\$\$. The FAA has approved \$864.4 million in allocations under the Airport Improvement Program during the fourth quarter of the 1991 fiscal year.

The money went for 517 planning and development projects in 49 states and five territories.

Of the money, \$649.6 million went for 209 projects at primary airports, including multiyear projects.

The largest single approval was a letter of intent for \$106 million for capacity improvements at Washington National Airport.

A separate letter of intent for \$24.2 million was awarded to Washington Dulles Airport.

Another \$107.9 million was allocated for 189 projects at general aviation airports, and \$82.1 million was okayed for 68 projects at reliever airports which help keep traffic away from busier primary airports.

Smaller commercial service airports

Headquarters
Intercom

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received allocations of \$22.2 million for 26 projects. Airports in this category generate at least 2,500 passenger departures a year.

Also approved were 25 airport system plan studies totalling \$2.5 million.

New General Counsel. Arthur J. Rothkopf has been sworn in as DOT General Counsel.

He was nominated by President Bush this summer and confirmed by the Senate on October 15.

Prior to accepting the DOT position, Rothkopf was a senior partner in the Washington, DC, law firm of Hogan & Hartson.

He received a B.A. from Lafayette College in 1955 and a LL.B. from Harvard Law School in 1958.

A native of New York, Rothkopf is married, has two children and lives in Washington, DC.

Education Funds. Flight simulation equipment, a human factors laboratory and classes-by-satellite are among the items that 21 colleges and universities will buy with \$8.4 million in airway science grants recently awarded by the FAA.

The program kicked off in 1982 to increase aviation training in colleges by providing more educational opportunities to airway science students by using state-of-the-art instructional facilities and equipment.

Since the program began, grants have totaled almost \$60 million.

The grants support FAA's Airway Science Curriculum Program to help ensure a "steady flow of young people trained for jobs in aviation," FAA Administrator James Busey said.

The grants went to:

Arizona State University
Tempe, AZ
Central Missouri State University
Warrensburg, MO
Central Washington University
Ellensburg, WA
Chadron State College
Chadron, NE
Daniel Webster College
Nashua, NH
Dowling College
Oakdale, NY
Elizabeth City State University
Elizabeth City, NC

Embry-Riddle Aeronautical University
Daytona Beach, FL, and Prescott, AZ
Florida Institute of Technology

Melbourne, FL
Henderson State University
Arkadelphia, AR

Inter American University of Puerto Rico
Hato Rey, PR

Jackson State University
Jackson, MS

Louisiana Tech University
Ruston, LA

Metropolitan State College of Denver
Denver, CO

Ohio State University
Columbus, OH

Parks College of Saint Louis University
Cahokia, IL

Southern Illinois University
Carbondale, IL

Texas Southern University
Houston, TX

University of Maryland - Eastern Shore
Princess Anne, MD

Utah State University
Logan, UT

50 Years *from page 1*

ported the wounded.

Earlier, he flew tons of coal and food into then West Berlin during the massive

The Berlin Airlift was the 'highlight of my career.'

Tom Higgins
FAA engineer

Berlin Airlift, making 100 round trips from Frankfurt.

After the military cargo planes landed and unloaded their supplies, they were "spotlessly cleaned," Higgins recalls. The planes were immediately reconfigured to carry passengers.

Then Higgins flew women and children out of Berlin. The two round trips daily took about 20 hours each, Higgins remembers.

Higgins' memories include children bringing flowers to the airlift crews. With food scarce, many Germans offered to give up their pets and brought them to the airfield hoping to find new owners among the American military.

"That was the highlight of my career," Higgins says today. "It was rewarding because I was helping women and children."

New Aviation Computer Program *from page 1*

The computer simulation model measures air traffic flow, delays, capacity, fuel burn and noise impact.

Planners can evaluate virtually any proposal that affects aircraft movements.

Procedures, designs, schedules and aircraft fleet mix can be played out by the computer to see what happens with different alternatives.

The model can study airport gates, taxiways, runways, entire airports, terminal areas with multiple airports, connecting enroute airspace, center airspace and even interconnecting centers.

SIMMOD also features fixed aviation data from "central flow control" including U.S. and international fixes, navigational aids, airports, airspace sectors, air routes and boundaries of en route air traffic control centers.

Geographic data show rivers, lakes and international, national and U.S. state boundaries.

The new \$3,000 SIMMOD version

2.0 was designed for computer workstations and slices run times drastically compared to the earlier personal computer version.

The workstation version, says program manager Jake Plante, offers "remarkably better results."

A 10-hour simulation run on a personal computer is squeezed into five minutes using the more powerful computer he points out.

The FAA continues to provide strong technical support to the more than 155 organizations that have bought the simulation model.

FAA customer service includes limited, free technical help by phone and mail, and *The SIMMOD Flier*, a publication that features reports about project applications and new developments.

The SIMMOD program team also encourages users to take special training.

To date more than 200 users from 95 organizations have taken SIMMOD training.

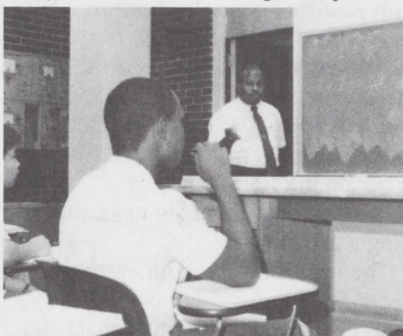


David Winer receives congratulations for his "tireless efforts" in developing FAA's airport and airspace simulation model from DOT Secretary Sam Skinner.

Engineer Turns Teacher *continued from page 1*

women and minority applicants," said H. C. "Mac" McClure, Aeronautical Center director.

At Langston, northeast of Oklahoma City, Thomas is teaching first-year ba-



Prather Thomas makes a point to students during his year-long teaching assignment at Langston University. Thomas is an engineer at the FAA Academy.

sic electronics and third-year electronics communications, and updating the school's electronics curriculum.

Thomas is also involved in helping the university build an effective, up-to-date laboratory where students can get hands-on experience.

He aims to upgrade the electronics technology program and curriculum at the school, which will improve students' competitive position in the job market after graduation.

Read more about Thomas in the November issue of *FAA World*.

Wednesday Deadline

Headquarters Intercom is published weekly.

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

People

FAA generosity. Cheryl Keller says she's determined to walk out of a Richmond physical rehabilitation center "with both legs and arms working and singing 'Hi ho, hi ho, it's off to work I go.'"

Keller, a secretary in Airway Facilities' Operations Branch, suffered a stroke.

She recently wrote a note to thank all of her FAA friends for their help during her hospitalization and, now, rehabilitation.

"I haven't the words to express to you what the kindness, generosity, cards and letters have done for my morale," Keller says.

"I want to express my gratitude also for the nice things you have done for my husband and son while I was in the hospital. We did not know we had such wonderful people who cared so much."

Flightplan

Exhibition pilot. Get a chance to meet an exhibition pilot at the National Air and Space Museum on *Thursday, December 12.*

Patty Wagstaff talks about her exciting career during a free lecture at the Langley Theater at 7:30 p.m.

Her topic is "Serious Fun: Professional Aerobatics."

Wagstaff was ranked the top female aerobic pilot in the United States in 1987 and 1988.

PCS training. The Office of Accounting is planning a training session for Headquarters administrative contacts and travel authorizing officials.

The training will cover administrative requirements associated with permanent change-of-station moves, subclassifications to be used, the proper way to calculate estimates for relocation services, Relocation Income Tax Allowance and no-fee services for employees seeking temporary quarters and permanent residence.

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location Systems Division, AAA-300, and private industry will participate in the training.

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To sign up, contact Marion Isaac, AAA-300, x77062.

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The network gives employees a chance to give their opinions and suggestions on proposed policies, procedures, training and educational efforts to improve quality.

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Marcia Adams, x73488, is the contact person.

Hispanic meeting. At Headquarters, monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the first *Tuesday* of each month in conference room 1030 at noontime. The next meeting is *December 3.*

Pat Myers, x77882, can be contacted for additional information.

Healthbeat

AIDS awareness. The FAA clinic presents a video on AIDS on *Monday, December 2,* National AIDS Awareness Day.

It will be shown at 10 a.m. and 11 a.m. in Headquarters conference room 9 A&B.

Take a walk. Sign up in the clinic, room 327, to join FAA's walking exercise program.

The program involves walking around the Headquarters building from 2:30 p.m. to 3 p.m. twice a week on *Tuesdays and Thursdays.*

That's about two miles a day.

The first session begins on *Tuesday, December 3.*

Lose weight. An eight-week weight management program begins on *Wednesday, January 15,* at FAA Headquarters.

It is offered by the agency's Health Awareness Program.

Sign up early in the health clinic, room 327. Registration ends on *Thursday, December 31.*

For more information, contact Nancy O'Kane, x73406.

Health open season. FAAers have until *Monday, December 9,* to enroll in the Federal Employees Health Benefits program, change health plans or change options.

Questions about open season? Contact Charlene Warren, x73872, or Ida Mack, x73881.



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

Headquarters Intercom

Warm Hearts

Despite frigid temperatures, more than 130 FAAers with warm hearts turned out for FAA's annual Combined Federal Campaign "Fun Run." Showing off their trophies are Suzanne Stoeler, left, and Kent Gladstone, the fastest women on the three-mile course around Hains Point. Turn to page 4 for more winners.



Spreading Cheer Bobbie Smith Launches an FAA Tradition, Brightens the Holidays

Bobbie Smith knows how to brighten the holidays for lots of Washington-area children.

Three years ago she got a few FAAers together to dress dolls for the Salvation Army, which gives them to children who might not receive holiday presents.

Today Smith is already planning for the 1992 holiday season and envisions a major effort from FAA employees.

Here's how her idea blossomed.

The first year, Smith ordered about 30 dolls from the Salvation Army, which gives them free to people willing to clothe and return them before the holidays.

She found enough volunteers at Headquarters to outfit the dolls.

When the charity picked up the toys, the volunteers got together to take a look at their finished products, and a holiday tradition began.

turn to *Holiday Tradition* on page 7

Tickets To Ride

FAA Headquarters Employee Transit Fare Subsidies Targeted To Begin in January

Officials are targeting January 2 as the start-up date for FAA Headquarters employees to begin using mass transit subsidies.

To steer more DOT workers into taking public transit to work, the department kicked off a program in October to subsidize fares on mass transit systems.

The first fare subsidy program began October 21 at the Urban Mass Transportation Administration's Washington headquarters.

Although the nitty-gritty details of the FAA Headquarters transit subsidy program will be worked out in the next few weeks, here's the basic plan.

FAA employees who sign up will receive a farecard or a package of tokens to use each month on Washington's metropolitan-area transit system for commuting to and/or from work.

FAAers will be required to apply for the transit subsidy by filling out an application form.

To be eligible, an FAAer:

➔ Cannot be named on a worksite parking permit with the DOT, FAA or any other federal agency.

➔ Must use the subsidy for the daily commute to and/or from work on a par-

turn to *Tickets* on page 7

Curry Tapped for Top FAA Post Busey Selected for No. 2 DOT Job

The White House has tapped Jerry Ralph Curry for the top slot at the FAA and has picked FAA Administrator James Busey for the number two post at DOT.

If confirmed by the Senate, Curry becomes FAA Administrator and Busey takes over as DOT Deputy Secretary.

Former DOT Deputy Secretary Elaine Chao left the DOT in late October to

turn to *Curry* on page 5

Job Tips

Motivation Vital To Climb Career Ladder

"You can do, be or have anything you want if you want it badly enough."

That's some advice from Sandra Campbell, the first black woman to hold a top Public Affairs post in FAA's regions, centers or Headquarters.

Campbell, Central Region's public affairs officer, recently talked to Headquarters employees at a Federal Women's Program Committee event to mark Federal Women's Week.

turn to *Job Tips* on page 5

Highlights

Straight Talk. The mother of Len Bias, the University of Maryland basketball star who died from a drug overdose, will talk to FAAers this month about substance abuse.

Details in *Healthbeat* on page 8.

Extra Leave? FAAers with "use or lose" leave can donate their extra time to the leave sharing program—a way to help fellow workers make it through emergencies.

Find out more in *People* on page 7.

Less Antagonism. FAA's new partnership with general aviation is working, says FAA Administrator James Busey.

"I can tell you from my own experience that the people in the FAA and the people in general aviation are communicating with each other better and cooperating with each other better," Busey said at the recent Aircraft Owners and Pilots Association Expo '91 in New Orleans.

"We have a more positive atmosphere today. There is less antagonism, more willingness to listen to each other and a greater desire to work together to solve our problems."

Busey was talking about FAA's new compliance and enforcement policies that went into effect a year and a half ago.

The policies emphasize counseling, education and remedial training for violations instead of mandatory punishments.

Busey said that almost 700 general aviation pilots have taken remedial training and the "vast majority have been enthusiastic."

Busey said he wants pilots to comply with FAA rules "voluntarily and not because they feel threatened by the possibility of harsh punishment.

"That's what's happening. We're getting increased compliance, which means a safer operating environment for all of us," Busey said at the October 25 convention.

While he said the FAA still has the option of pressing enforcement cases when the remedial training program doesn't apply, he added, "in many cases we'd much rather have a pilot in the

cockpit flying safely than on the ground where skills get rusty."

Avoid Travel Taxes. Some FAAers may be stuck with paying more taxes if they don't clear up travel advance balances quickly.

The Office of Accounting reports that the DOT is preparing to implement Internal Revenue Service regulations that would require all DOT and FAA workers to report excessive and overdue travel advances as taxable income.

The regulations were published in the December 17, 1990, *Federal Register*.

The new rule means that travel advances should not be issued too early or held too long, or they will be treated as gross income for tax purposes and subject to withholding and employment taxes.

One way to avoid paying additional taxes is to use Diners Club, the official travel credit card, to reduce the advance requested and to eliminate requests for excessive and continuing advances.

Also, employees must identify their expenses by submitting a travel voucher to clear the advance immediately after traveling and repay the overdue advance as quickly as possible.

FAAers with continuing advances who do not travel regularly could be subject to the IRS regulations.

DC-3 Pioneer. The pioneering designer of the Douglas DC-3 airliner has been awarded the 1991 National Air and Space Museum trophy.

Arthur Raymond received the award from former FAA Administrator Najeeb Halaby during a November 15 ceremony in Washington, DC.

Raymond, 92, was the chief engineer

at Douglas Aircraft Company in 1935 when Douglas produced the DC-3, which had a tremendous impact on commercial aviation in the United States and around the world.

A year after the DC-3 began service, a top airline executive called it the first airplane in the world that could make money just by hauling passengers.

Diversity Ideas. Have ideas on how to promote diversity at the FAA?

The Staffing Policy Division, APN-200, wants to know.

Contact David Benton, x78499.

New NTSB Address. The Los Angeles area office of the National Transportation Safety Board has moved out of FAA's Western-Pacific Region Headquarters.

The NTSB's new address for that area is 1515 West 190th Street, Suite 555, Gardena, CA 90248.

The phone number did not change. It remains (310) 297-1041.

Flight Service Update. The FAA has announced plans to supplement weather and other services it provides to private pilots in 31 areas with particularly adverse weather and aircraft operational conditions.

The project will add 26 permanent and five seasonal auxiliary flight service stations to the 61 automated flight service stations that the agency is planning.

Congress mandated the action in a 1990 aviation law.

Flight service stations provide pilots with flightplan filing service, in-flight communications, weather briefings and other help.

Beginning in August 1992, to supplement these services, auxiliary stations will offer local airport information and pertinent weather advisory alerts and respond to requests for local search and rescue assistance.

The 26 permanent sites are: Barrow, Cold Bay, Deadhorse, Dillingham, Homer, Ketchikan, Kotzebue, Nome and Sitka, all in Alaska; Muscle Shoals, AL; Arcata, Marysville and Ukiah, in California; Crestview, FL; and Bowling Green and London in Kentucky.

Also, Salisbury, MD; Marquette, MI;

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Bozeman, MT; Hickory, New Bern and Rocky Mount in North Carolina; Redmond, OR; Bradford and DuBois, both in Pennsylvania; and Pierre, SD.

The seasonal sites, all in Alaska, are Iliamna, McGrath, Northway, Palmer and Talkeetna.

Aging Aircraft. The FAA and NASA held an international conference in Washington, DC, last month focusing on aging aircraft.

The conference, the fourth held since the 1988 Aloha Airlines accident riveted attention on the aging aircraft problem, concentrated on how the international airspace industry is improving technology to deal with the problem.

The conference kicked off with a review of research on aging aircraft by the

OPM must investigate recruiting and retention problems in major metropolitan areas.

That could pave the way for an extra "locality" pay for areas like Washington, DC, although the high additional cost is a major negative factor.

Currently federal workers in Los Angeles, New York and San Francisco receive an additional 8%.

Off Base. When the *Wall Street Journal* recently ran a story about airport expansion, saying it was a "binge" and a carry-over from the free spending "roaring '80s," the FAA countered saying the national newspaper was off base.

In a letter to the editor, Assistant Administrator for Public Affairs Hugh O'Neill said the article's false reasoning

roped-off gates at airports during a temporary economic slump," O'Neill said, "but airport planners cannot afford to be myopic.

"They must take the long view, which clearly indicates that the sagging economy will rebound and air travel will respond accordingly."

Big Picture. *DOT Today*, a new monthly publication, which was launched in October, is readying its third issue.

It brings general interest news to every employee's desk and gives FAAers and employees of the other transportation modes a department-wide perspective.

Sue Challis is editor of the tabloid, which has a circulation of 106,000. A newcomer to the DOT, Challis is the former publications manager for Children's National Medical Center in Washington, DC.

Best Performance. The nation's largest airlines posted their best marks in September for on-time arrivals and baggage handling since the DOT began collecting this data four years ago.

The DOT's monthly "Air Travel Consumer Report" shows an 87.9% on-time mark in September and a mishandled baggage rate of 4.34 per 1,000 passengers for the 12 largest carriers.

Previously, the best on-time record was 85.6% in September 1988, and the top baggage handling performance was 5.04 per 1,000 passengers set last June.

Breath Tests. The DOT held a public meeting in Washington, DC, on November 18 to get information about alcohol breath test devices.

Concerned about the integrity of breath tests in various situations, the DOT wants information from manufacturers and the public on the capabilities of breath testing devices, particularly on the verification of the identity of individuals tested and the validity of the test results.

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.



On April 28, 1988, this Aloha Airlines 737 lost an 18-foot chunk of its fuselage during an inter-island hop in Hawaii. The accident riveted attention on the problem of aging aircraft.

FAA, NASA and the aerospace industry worldwide.

Subjects included aircraft structural integrity, how to predict the life of an aircraft, non-destructive testing, maintenance practices and aging problems that are unique to commuter airline aircraft.

"We are working hard to solve the aging aircraft problem," FAA Administrator James Busey said, "and will continue our vigilant efforts to provide the flying public with the highest degree of safety in aviation."

More Pay? A 1992 federal funding bill has been signed into law which requires the Office of Personnel Management to take a second look at whether federal workers in cities other than Los Angeles, New York and San Francisco should get extra pay.

"distracts public attention from a serious national transportation need."

New, better airports are vital, O'Neill wrote, because airport facilities lag "badly" behind demand.

O'Neill emphasized that aircraft delays are a serious problem at 20 major airports. Six of them now experience more than 50,000 hours of delays annually and 15 others more than 20,000 hours.

In 1990 alone there were one million hours of delays for scheduled carriers, costing them \$2 billion.

FAA projections show that U.S. airlines will transport about 480 million passengers this year. That number will more than double by the year 2010 to about one billion passengers annually.

"The short view of airport development may be tempting to those who see

Fun Run Raises \$1,600

FAAers Brave Frigid Temperatures To Help Terminally Ill Children

More than 130 FAAers braved cold temperatures and raised almost \$1,600 for the Make-a-Wish Foundation, an organization that grants wishes to terminally ill children.

Described by its organizers as having a "super turnout," the annual Combined Federal Campaign "Fun Run" around Hains Point gave FAAers a chance to strut their stuff.

Three-member, coed teams entered three-mile walking and running competitions, which began and ended at "The Awakening" statue.

It was off to the races after an introduction by Charles Huetner, Acting As-

sistant Administrator for Aviation Safety, and Anna Toscana of the Make-a-Wish Foundation.

The first-place running team was the "Enforcers" from the Office of the Chief Counsel led by Dan Long, the fastest overall runner.

They were followed by Logistics Service's "Hot To Trot II" and the "Hackers" from the Office of Civil Aviation Security Operations.

The quickest woman around the course in the November 6 event was Kent Gladstone, Logistics Service.

The best walkers were Aviation Safety's "Ground Effects."



The "Enforcers" took first place as the fastest running team. Left to right: Dan Long, Cindy Dominik and Jim Barry.

"Space Makers," and "Communications Bombers," representing NAS Development's Program Director for Communications.

Fun Run chair Brian Uzzle said he wants to thank everyone who made a donation and braved the cold.



John Fare, the fastest male walker, receives an award from Chuck Hedges.

Wednesday Deadline. Headquarters *Intercom* is published weekly. The deadline for items is *no later than 11 a.m. every Wednesday* for inclusion in the following issue.

Bring them to room 911, or call x78521.

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

After reading the newsletter, make the extra effort to put it in one of the building's office recycling boxes.



Suzanne Stoeler, the quickest female walker, snaps the finish line ribbon.



Dan Long, the fastest runner, crosses the finish line.



Fun Run participants raised almost \$1,600 for the Make-a-Wish Foundation, an organization that grants wishes to terminally ill children.

Job Tip: 'Practice What You Teach' continued from page 1

In keeping with this year's theme, FAA Women: Diverse and on the Move, Campbell shared 10 tips to keep FAAers motivated.

→ Plan ahead. A failure to plan is a plan to fail.

→ Practice what you teach. People may doubt what you say but will believe what you do.



Sandra Campbell, Central Region public affairs officer, gives job tips to Headquarters FAAers. "A failure to plan is a plan to fail," she cautions.

So, practice what you teach at all times.

→ Act enthusiastic, and you'll be enthusiastic. Motivation is when your dreams put on clothes.

→ Put everything you've got into accomplishing your goals.

→ Smile, smile, smile! Whatever you do, do it smiling.

Act the way you want to be. It takes 72 muscles to frown and only 14 to smile.

→ Foster the "can-do" spirit. It's not important what you know when you start, but what you learn and put to good use are key.

→ Decide what you want to do, and go for it. Don't make excuses.

→ Look for ways to keep your spirits up. Make time for yourself.

→ Put fun into the work experience. Use your imagination to the fullest because it will take you where you want to go. Imagine you're in the job you want.

→ Look within yourself. All the answers are in you. If there's something you want to do with your life, today is the day. Start now.

Campbell graduated magna cum laude from Avila College in 1989 with a degree in communications and English. She accomplished this goal while working fulltime and raising a family. Currently, Campbell is working on a master's degree in management. She expects to earn the degree early next year.

Special thanks to Marcia Adams, Public Affairs, for this report.

Curry continued from page 1

become Peace Corps director.

Curry, who heads the National Highway Traffic Safety Administration, retired from the U.S. Army in 1984 as a major general.

He is a decorated combat veteran and pilot who served two tours of duty in Vietnam.

The Busey and Curry nominations were announced by President Bush on November 21 and 22.

As *Intercom* went to press, the Senate was holding confirmation hearings on Curry and Busey on November 25.

Mystery Man

Silent Frankenstein Scares Up Most Votes in CFC Costume Contest

A silent FAAer scared up the most votes to win Headquarters' best costume prize during the October 31 Combined Federal Campaign Halloween event.

Dressed as Frankenstein, the mystery man refused to be prodded into telling the contest judges his identity.

Rose Marra of the Advanced Automation Program Office teased FAAers in her Mae West outfit and captured the funniest costume title.



Day care center kids combed the building collecting treats for the Combined Federal Campaign.

Shana Shirley paraded around as a spider, covered with a web, to win the most creative costume honor. Shirley works in the Office of Air Traffic Program Management.



An FAAer finds out that Frankenstein looks ferocious but is cuddly, too. Refusing to reveal his identity, mystery man's outfit won the best costume award in the CFC Halloween contest. Rose Marra, right, mimics Mae West. She won funniest costume title.

Three Years after Lockerbie

Libyans Indicted in Pan Am Bombing over Scotland in 1988, Aviation Security Redesigned and Improved To Thwart Terrorists

After an exhaustive investigation, two Libyan officers and operatives have been indicted in the bombing of Pan Am Flight 103 three years ago.

The indictments were announced on November 14 in Washington, DC, by the Justice Department and in Scotland by Scotland's chief prosecutor.

Indicted were Abdel Basset Ali Al-Megrahi and Lamem Khalifa Fhiman, who worked for the Libyan Intelligence Agency.

The bombing of the jumbo 747 over Lockerbie, Scotland, on December 21, 1988, triggered the unprecedented international probe and a total reevaluation of aviation security which resulted in a substantially redesigned and improved system, the DOT says.

In the months following the terrorist act, DOT Secretary Sam Skinner and the

FAA took a series of actions designed to prevent a recurrence of the disaster.

When the President's Commission on Aviation Security and Terrorism issued its report in May 1990, the department also acted quickly to implement most of the commission's recommendations.

In November 1990, Congress enacted the most comprehensive aviation security law in recent years. The department placed the highest priority on implementing the law's provisions that had not already been carried out.

"We have already implemented 28 actions required by the law and have made substantial progress on 18 other actions which are scheduled to be completed in the next two years," Skinner said.

Since the law was passed, federal security managers have been placed at 18

of the nation's major airports.

The FAA has adopted more stringent requirements for the employment, training and performance of airline and airport security workers.

The agency also has required foreign air carriers operating in the United States to provide improved security.

Skinner said that in the past three years, "We have changed the way we do



A Pan Am jumbo jet, similar to this one, was destroyed by a bomb over Lockerbie, Scotland. Two Libyans have been indicted by the U.S. Department of Justice for the terrorist act.

business in aviation security."

Here are some of the changes:

→ The FAA has an expanded and improved security organization with new leadership and an invigorated staff.

Aviation security staffing has increased from 485 in December 1988 to 825 currently, with a goal of approximately 1,000 by the fall of 1992. These figures include significant increases in the number of domestic and international security inspectors.

→ The DOT Office of Intelligence and Security, which reports directly to the Secretary, was set up in 1990 and works closely with the national intelligence community and the FAA.

The office has developed procedures used to notify the public of certain domestic and overseas threats against aviation and other modes of transportation.

→ A rule is in the works to require criminal history record checks on airline and airport security workers.

→ FAA and FBI security experts have completed the first phase of an assessment of security at domestic airports. The review will be completed in the fall of 1992.

→ In the area of security research and development, the department has issued a protocol for testing bulk explosives detection systems and is close to issuing a standard for system certification.

→ In addition to federal security managers assigned to 18 major U.S. airports, the FAA, with the cooperation of the Department of State, has placed 14 civil aviation security liaison officers in embassies overseas. Four more liaison officers will be assigned in the next year.

→ Skinner also has urged the Senate to approve the Montreal Protocols that would allow families of victims in international aviation accidents, including those caused by terrorist acts, to get prompt recovery of all damages to which they are entitled.

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.

Holiday Tradition Helps Needy Children *continued from page 1*

Things went so well in 1989 that the next year Smith picked up 100 dolls to dress and added 60 stockings for volunteers to fill with toys.

Again, Headquarters FAAers eagerly helped.

This year the annual doll and stocking collection doubled. Smith parceled out 200 dolls to outfit and 150 stockings to fill.

The get-together before sending the dolls and other presents off to their new homes was an amazing sight -- toys cov-

ered all the tables that could be squeezed into the room.

Smith, who works in the Technical Analysis Branch, Aircraft Certification Service, says she enjoys how this gift giving brings everyone together. "People really like to help others," she says. "They want to do something to make a difference."

A city-wide judging of the dolls dressed in handmade outfits takes place each year. Lots of FAA volunteers used their creativity in sewing up designer originals, from intricate bridal gowns to Victorian outfits and even a leather pilot suit, complete with goggles.

All the dressed dolls and toys collected in the drive from throughout the area can be seen at the Salvation Army toy center.

Smith is already looking forward to



Tables were laden at the group's annual "returning of the dolls" celebration.

next year's collection, but there will be a difference, she says.

So many people want to outfit the dolls and donate stocking presents that she won't be able to parcel them out by herself anymore.

She already has half-a-dozen volunteers ready to help out next fall.

Smith said she appreciated the help from many FAAers in making this year's display of donated toys a success.

They include Virginia Brooks, Naomi Bryant, Jeane Hinton, Carol Mattox, Renee Miller, Randy Montgomery, Rob Robino and Janice Williamson.



Bobbie Smith receives praise from a Salvation Army representative for getting scores of FAAers involved in the doll dressing project.

Tickets To Ride: Transit Subsidies Begin Soon *continued from page 1*

icipating public transportation system.

→ Cannot transfer the subsidy to anyone else.

Making false statements on the application could result in a fine of up to \$5,000, disciplinary action or being fired.

The program is not just for Headquarters employees. It will be extended to the agency's regions and centers.

The subsidies apply to "public mass transportation." That doesn't include van pools, taxicabs or privately owned transit systems.

At UMTA Headquarters in the Nassif Building, more than 90 of its 281 employees had signed up by the end of November. UMTA's program began October 21.

Most receive \$21 Metrorail farecards. Some opted for 20 Metrobus tokens, worth \$1 each.

UMTA says that 25 people taking advantage of the transit fare subsidies

have given up their government parking privileges.

The Office of Accounting is responsible for implementing and managing the FAA Headquarters subsidy program.

Agency field responsibility rests with regional administrators and center direc-

tors, with assistance from the Office of Accounting and approval by the DOT.

The transit subsidy program, which will be offered by all DOT modes, is being centrally coordinated by the DOT Office of Administrative Services and Property Management, M-40.

People

Leave sharing. Irene Nowotny, an Airway Facilities employee in ASM-120, is an eligible leave recipient in FAA's leave sharing program.

She has undergone a third major operation -- the second to her spine -- preventing her from working for an indefinite period of time.

Carolyn Watkins, ASM-120, x78427, or Janice Albritton, AHR-150, x78328, can be contacted to make the donation.

Extra time? It's December, and "use or lose" time is again approaching. Most federal workers will lose any annual leave in excess of 240 hours after January 11, 1992.

Employees may want to consider giving it to FAAers in the leave sharing program. Call Janice Albritton, x78328, for instructions.

Flightplan

B-ball anyone? Several FAAers are trying to set up winter basketball teams.

In addition to players, volunteers are needed to be referees, scorekeepers, statisticians and timekeepers.

No experience is necessary for these positions. For more information, contact Ray Taylor, x78963.

Air Traffic party. The Air Traffic organization's annual holiday party will be *Friday, December 13*, at Blackie's House of Beef, M and 22nd streets.

The celebration runs from 11 a.m. to 4 p.m. Cost is \$18, including lunch, and \$7 for those skipping lunch. Lunch begins at 11:30 a.m.

For more information, or to sign up, contact:

ATH: Tina McClure, x79143, and Brady Burch, x79144.

ATM: Patty Otey, x73391, and Jan Gibson, x79282.

ATP: Crystal Mittelhauser, x73731.

ATR: Lauren Bakri, x79167, and Sharon Hall, x79444.

ATZ: Judy Lucas, x79112, and Rose Gardiner, x61300.

Ski club. The Pentagon Ski Club, open to all government employees and their families in the Washington area, will hold its next meeting at 7 p.m. on *Tuesday, December 17*, in the Cameron Station Officers' Club, Alexandria.

This year's 15 scheduled trips range from weekends in the mid-Atlantic to weeks in the Canadian Rockies and European Alps.

The club welcomes beginners. Op-

tional lessons for every skill level and rental equipment are available on all trips.

Prospective members who can't get to the meeting or need directions should call (301) 587-2073.

Aerobatics. Get a chance to meet an exhibition pilot at the National Air and Space Museum on *Thursday, December 12*. Patty Wagstaff talks about her exciting career during a free lecture at the Langley Theater at 7:30 p.m.

Her topic is "Serious Fun: Professional Aerobatics."

Wagstaff was ranked the top female aerobatic pilot in the United States in 1987 and 1988.

FAA managers. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor.

All members are urged to attend and bring a guest.

The next meeting is on *Wednesday, December 11*.

PCS training. The Office of Accounting is planning a training session for Headquarters administrative contacts and travel authorizing officials.

The training will cover administrative requirements associated with permanent change-of-station moves, subclassifications to be used, the proper way to calculate estimates for relocation services, Relocation Income Tax Allowance and no-fee services for employees seeking temporary quarters and permanent residence.

Specific dates for training sessions will be set depending on the number of Headquarters employees interested in attending.

To sign up, contact Marion Isaac, AAA-300, x77062.

Gift ideas. Whether it's an FAA logo watch, key chain earrings, sweater, cap, jacket or shirt, the FAA Employee's Association at the Aeronautical Center in Oklahoma City has it.

For a brochure and current price list, contact Larry Thompson, x78838.

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

Healthbeat

Open season ends. FAAers have until *Monday, December 9*, to enroll in the Federal Employees Health Benefits Program, change health plans or change options.

It's important to review health coverage since premiums will rise an average of 8% in January. Questions about open season? Contact Charlene Warren, x73872, or Ida Mack, x73881.

Alcohol, drug abuse. Two talks will be held on alcohol and drug abuse at FAA Headquarters.

On *Monday, December 16*, Dr. Leonis Bias will talk to FAAers from 2 to 3 p.m. in conference room 8ABC. She is the mother of Len Bias, the local basketball star who died from a drug overdose. Another son, Jay, was killed in a shooting.

On *Thursday, December 19*, Thomas Russo, a special agent with the Drug Enforcement Administration, conducts a session from 9:30 to 11:30 a.m. in conference room 8 ABC.

Lose weight. An eight-week weight management program begins on *Wednesday, January 15*, at FAA Headquarters.

It is offered by the agency's Health Awareness Program. Sign up early in the health clinic, room 327. Registration ends on *Thursday, December 31*.

For more information, contact Nancy O'Kane, x73406.

Give blood. A bloodmobile will be held on *Wednesday, December 18*, from 9:30 a.m. to 2:30 p.m. in Headquarters conference room 5 ABC.

Glaucoma screening. Testing for glaucoma will be held from 9 to 11 a.m. in the clinic, room 327, on the following *Mondays: January 6, 13 and 27*. Sign up in the clinic beginning on *Wednesday, December 18*.

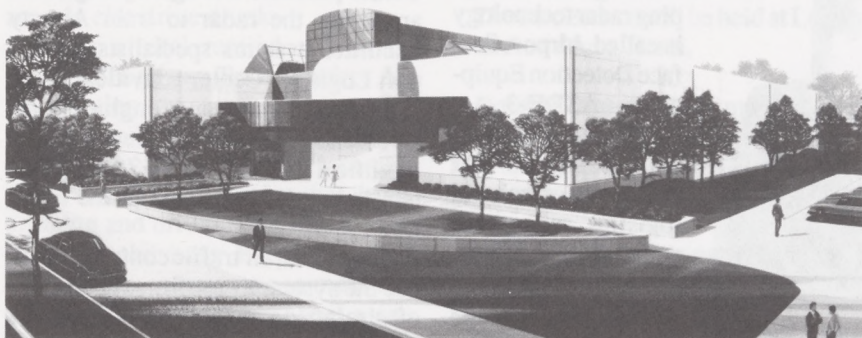
Blood screening. Blood screening will be held in the clinic, room 327, on *Wednesday, January 15*, from 8:30 to 11:30 a.m. by appointment.

Cost varies depending on the blood profiles performed. Begin signing up on *Thursday, January 2*, in the clinic.



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

Headquarters Intercom



This is an artist's drawing of the new Registry Building at the Aeronautical Center. The 70,000-square-foot facility will house the latest in record keeping technology.

High-Tech Data

New Registry Complex To Sport State-of-the-Art Record Keeping, Help Nab Drug Traffickers

The FAA broke ground last month for a new \$10 million building that will modernize the agency's critical record keeping on aircraft and pilots and help fight illegal drug trafficking.

At an Aeronautical Center ceremony in Oklahoma City, FAA, federal and state officials turned shovels of dirt to signal the beginning of a new high-tech future for the agency's massive data banks.

The building, scheduled to open in 1993, will replace outdated equipment and an inadequate facility.

It will house FAA's newest laser-optical record keeping devices designed to arm law enforcement agencies throughout the country with almost instantaneous access to airmen and aircraft records.

The improved registry equipment will also serve the aviation industry with up-to-date data.

To operate the new equipment, the agency has started hiring and training new examiners. Some 200 examiners

will be ready when the entire facility comes on line in 1993.

The largest aviation registry of its kind in the world, the new facility will
turn to Registry on page 7

Highlights

On Target. The Advanced Automation System, FAA's multibillion-dollar project to bring state-of-the-art technology to the air traffic control system, marked an important milestone last month.

The first segment of the AAS, called PAMRI, was dedicated on November 22 at the Seattle Air Route Traffic Control Center.

PAMRI, which stands for Peripheral Adapter Module Replacement Item, is a data communications link between the center's Host computer and outside data sources, including radar, flight and weather information.

turn to Highlights on page 2

'Dedicated Professionals'

Busey Moves to DOT, Pays Tribute to FAAers

New DOT Deputy Secretary James Busey says FAAers are "dedicated professionals."

Last month during a Senate confirmation hearing for the number two DOT post, Busey told Senators, "When I appeared before you at the time of my nomination as FAA Administrator, I

turn to Busey on page 6

A New Partnership

DOT, Hispanic Colleges Aim for More Hiring, Educational Opportunities

The Hispanic Association of Colleges and Universities and DOT have inked an agreement launching a partnership to help recruit and hire Hispanics into the DOT work force and boost educational opportunities for Hispanics.

During a November 15 Washington, DC, ceremony, DOT Secretary Sam Skinner and Cesar Trimble, acting president of the association, signed a memorandum of understanding.

The partnership will provide cooperative programs and services by making use of scientific and technical resources available at DOT and the association.

The goals are to:

➔ Promote development of Hispanic-serving colleges and universities.

➔ Improve access to and the quality

turn to Partnership on page 6

Highlights *from page 1*

PAMRI substantially upgrades air traffic control system reliability.

It expands the number of radars and other sources feeding information to air traffic controllers at higher transmission rates.

More than 125 Airway Facilities and Air Traffic employees were honored at



Mike Perie, Advanced Automation program manager, presents an outstanding teamwork award to Seattle center's Airway Facilities manager Ralph Hushbeck, center, and Air Traffic manager Terry Falkner.

the event for their tenacity and hard work in keeping the PAMRI installation on time.

DOT Secretary Sam Skinner sent congratulations to the group.

In a letter, Skinner said, "Although many people in FAA have played instrumental roles in this accomplishment, I wanted to share with you my personal thanks for the commitment that Seattle Center personnel have made in reaching our goal.

"I know you are proud of your designation as 'first site' for the new systems we are placing in air route traffic control centers. Your hard work and dedication have ensured the successful implementation of systems in Seattle and throughout all our centers."

PAMRI is targeted to be installed in all 21 enroute centers in the United States by July 1993.

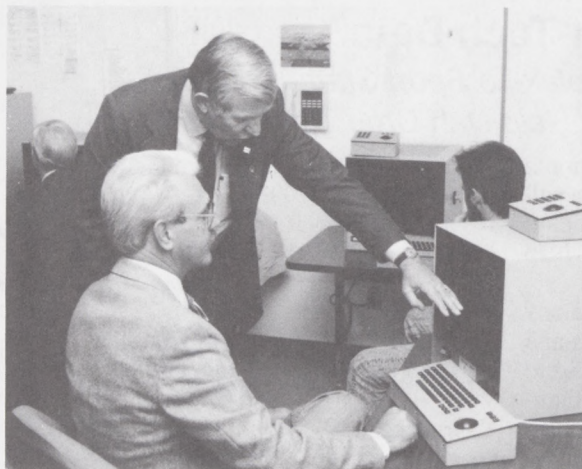
PAMRI's nationwide installation will be followed by AAS program innovations to improve enroute air traffic controllers' consoles, relocate ap-

proach control facilities into enroute centers, improve data transmissions and modernize air traffic control tower consoles.

Safer Airports. A special version of FAA's new surface detection radar, designed to improve airport ground operations in bad weather, is on line at the Aeronautical Center in Oklahoma City.

The ground mapping radar technology is called Airport Surface Detection Equipment -- ASDE-3.

The center's radar was designed for training, research and logistics support of some 29 ASDE-3 radars going on-line at the nation's major airports in the next few years.



Then Administrator James Busey checks new ASDE-3 radar's images with FAA Academy instructor Danny Jones at the training facility in Oklahoma City.

A ribbon-cutting ceremony was held on November 1 to open the radar's training and testing site.

Already operational at Pittsburgh International Airport, the system penetrates bad weather to provide images of aircraft and vehicles on the ground, and aircraft up to 200 feet in altitude.

The high-speed radar makes 60 rotations a minute.

FAA Academy trainers, Logistics Center planners and agency engineers are using the radar to train Airway Facilities systems specialists to support Logistics Center activities.

Systems maintenance engineers will troubleshoot hardware and develop modifications for ASDE-3 as the system is installed throughout the country.

At airports, air traffic controllers will use the system to confirm the location of aircraft on runways and taxiways and to make sure that active runways are not obstructed.

It can also be used to monitor surface vehicles, a deterrent to runway incursions.

Future additions may include an arrival data display, an automatic collision avoidance alert and automatic target recognition.

High-Level Note. A teenager was so enthusiastic about his experience last summer in an Aviation Career Education Academy in El Toro, CA, that he and his mother wrote a note to President Bush.

The parent said her son "hasn't stopped with how he wants to go back next year and how he wants school to start

so he can do real well in his first year in high school."

The young student told the President that he had taken the air traffic control course and it was an "amazing" program.

He added that's he is "really looking forward to attending this great program next year!"

ACE academies are one- and two-week summer courses cosponsored by

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the FAA and held throughout the country. They focus on aviation careers and provide basic aviation information.

The letter to the President prompted Western-Pacific Regional Administrator Carl Schellenberg to pen a note to Fred O'Donnell of the region's Public Affairs Office for his "outstanding efforts" in making the El Toro academy a success.

Take the Keys. Don't let a friend or anyone else drive drunk.

That's a vital reminder from the National Highway Traffic Safety Administration.

Drunk and Drugged Driving Awareness Week, which ended December 13, is a time to emphasize that drugs, drinking and driving don't mix.

During the busy holiday season, NHTSA urges everyone to make this pledge: "Take the keys. Call a cab. Take a stand. Friends don't let friends drive drunk."

Remember, the best protection against an impaired driver is to wear safety belts.

Avoiding Collisions. The FAA will sponsor an international conference in Washington, DC, January 7-9, to review progress in the installation and operation of collision avoidance systems in aircraft.

The three-day conference will culminate a year of experience with the Traffic Alert and Collision Avoidance System - TCAS for short - in the United States.

TCAS provides flightcrews with a warning that other aircraft are nearby. It issues recommended evasive maneuvers if an aircraft poses a collision threat.

A computer in the system uses the range and altitude of nearby aircraft to calculate maneuvers.

The January conference's findings will be forwarded to a special panel of the International Civil Aviation Organization for its use in setting international standards for installation and operation of these systems.

An FAA regulation required TCAS in 20% of all aircraft with more than 30

passengers seats by December 30, 1990.

It also requires that 50% of these aircraft be equipped with the device by this December 30 and 100% by December 30, 1993.

The conference will focus on operational evaluations of TCAS, the impact of TCAS on the air traffic control system and lessons learned by aircraft operators, pilots and air traffic controllers during its initial use.

The conference will be held at Loews L'Enfant Plaza Hotel.

Double Take. Two military test pilots did a double take recently when they spotted a 45-foot-tall, 10-ton pink pig on the desert floor near Lancaster, CA.

Not believing their eyes, they flew back over the area and saw the pig again.

When they questioned an air traffic controller at the High Desert radar approach facility at Edwards Air Force Base about the porker, the controller's skepticism encouraged the pilots to return to take aerial snapshots.

A few days later, Debra Elmore was on duty at the radar facility when one of the test pilots called again to relay the pig story.

To set the puzzled controller's mind at ease, the pilot visited the facility and showed off the pig pictures.

The mystery was soon solved. A special effects company had built a huge, plastic, foam-and-steel pig, which looked like a piggy bank, for an automobile commercial.

International Pact. DOT Secretary Sam Skinner and Mexico's counterpart, Andres Caso Lombardo, signed a pact on November 21 to expand aviation opportunities between the two countries.

A new bilateral aviation agreement will, for the first time, allow each country to designate a carrier to fly between any U.S. city and any Mexican city, a level of flexibility unique in U.S. international aviation relations.

The agreement also calls for five airlines from each country to operate

all-cargo service between the two countries, up from three carriers.

Marketing Technology. More than 300 experts from federal laboratories, industry, the academic community and federal, state, and local governments met to discuss marketing strategies at the Federal Laboratory Consortium National Fall Meeting in Atlantic City, NJ.

The FAA Technical Center was the host laboratory.

In a keynote speech, DOT Secretary Sam Skinner said, "technology transfer is obviously consistent with our national security." He dubbed it an "integral part" of both the federal and international effort.

Improving the transfer of commercially useful technologies from federal laboratories to the private sector was provided for by the Federal Technology Transfer Act of 1986.

The aim is to strengthen the U.S. technological position in the world marketplace.

"Steps are being taken not only to be involved in technology transfer," Skinner said, "but also to share the cooperation of resources. The results of this conference will go a long way to formulate a mutuality of interests and relationships of cooperation."

Sessions focused on technology transfer marketing strategies; marketing approaches, models and strategies; laboratory directors' perspectives on technology transfer; and success factors in technology transfer.

The Federal Laboratory Consortium for Technology Transfer, organized in 1974, was formally chartered in 1986 to promote and speed up the transfer of technology from the vast federal scientific research community to the private sector.

The consortium encompasses more than 500 federal laboratories in over 14 federal agencies.

Ideas on Diversity? Have ideas on how to promote diversity at the FAA? The Staffing Policy Division, APN-200, wants to know.

Contact David Benton, x78499.

Saluting Veterans

DOT Secretary Honors FAA Veterans
Safeguarding the Nation

More than 250 FAA Headquarters veterans were lauded by DOT Secretary Sam Skinner during the department's second annual Veterans Day ceremony.

The FAAers were among 1,200 veterans from DOT transportation modes honored at the November 18 event in Washington, DC.

"As Americans, we owe a great debt to all our military veterans who have shown us -- in peacetime as well as in times of strife -- that the only thing that exceeds the price of their sacrifice is freedom itself," Skinner said.

He chronicled veterans' sacrifices from World War I through the Persian Gulf's Operation Desert Shield and Storm.



Saving the Lives of Others

Charles Antku served as a 1st lieutenant in the Army in Vietnam.

While patrolling the jungles west of Dak To, Antku and members of his infantry company boarded a helicopter to rescue the survivors of another infantry company, who were clustered on a small hilltop completely surrounded by the enemy.

As Antku's helicopter approached the hilltop, it began taking very heavy ground fire, was seriously damaged and was forced to land in a safer spot further down in the valley.

The next day he and his troops returned to the hilltop, evacuated the survivors, established a perimeter and dug in.

The following morning, Antku led a patrol into the jungle. As they approached a hilltop, his patrol was ambushed by a well concealed enemy force that killed 10 of the 31 soldiers in the first few minutes of fighting.

As others attempted to recover those killed and wounded, Antku directed mortar, artillery and jet fighter strikes all around his position.

Although wounded several times, he continued to direct counter fire until he collapsed from additional injuries and was carried to safety by a medical evacuation helicopter.

Antku was awarded the Purple Heart and Silver Star for preventing the enemy from surrounding his patrol and ensuring that others in the group would live.

Persian Gulf Readiness

Rita Maria Estrada Morley joined the regular U.S. Army in 1982 and was the youngest senior staff officer in the 59th Ordinance Brigade in West Germany.

In 1986, Morley joined the reserves where she remains active.

While on tour with the 11th Army Air Defense Brigade in August 1990, Morley developed a major rehabilitation program that enabled the unit to be combat ready for its mission during the Gulf War.

For this outstanding achievement, she received the Army Achievement Medal, which is not normally given to reservists.

Morley also participated in Operation Provide Comfort where she was responsible for developing and coordinating the inventory system used to recover weapons and other sensitive items from soldiers returning to Fort Bliss, TX, from the Persian Gulf.

Morley is a fine example of the thousands of reservists stationed in the United States who provide support to American troops overseas.

Without the vital help of reservists, the United States would not be able to assist its allies in the Persian Gulf and throughout the world.

Sagas of Terror and Four Agency Militaries Receive Special Recognition

Four FAA veterans were singled out by special recognition at the department's second annual Veterans Day ceremony on November 18 in Washington, DC.

They are:

→ Charles Antku, program analyst, FAA Region, Jamaica, NY.

→ Michael Dorris, flight standards instructor, Office, Oakland, CA.

→ Rita Maria Estrada Morley, administrative assistant, Executive Staff, Washington Headquarters.

→ Kenneth Roach, supervisory aviation instructor, Office, Windsor Locks, CT.

Read their stories of courage on these pages.

g Veterans

ors FA●rs for Sacrifices,
he Nation's Freedom

The ceremony's guest speaker was retired Navy Vice Admiral James Stockdale.

When Stockdale retired in 1979 he was the only three-star officer in the history of the Navy to wear both aviator wings and the Congressional Medal of Honor.

Skinner praised Stockdale's courage. Stockdale was shot down, captured on a combat tour over North Vietnam in 1965 and tortured.

"Even as he lay on the concrete floor - legs broken, eyes blindfolded and hands cuffed - Admiral Stockdale refused to betray his fellow prisoners,"

Skinner told DOT veterans.

The FAA and DOT veterans received a special pin with the DOT seal to commemorate the ceremony.

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ards inspector, Flight Standards District

administrative officer, Human Resource
quarters.

iation inspector, Flight Standards District

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Frightening Airborne Rescue

Kenneth Roach served as an Army helicopter aircraft commander in Vietnam.

He was piloting a helicopter on a resupply mission near Hue, when the lead helicopter received hostile fire and was shot down in mountainous jungle terrain.

Despite deteriorating weather, Roach maneuvered his aircraft to rescue the downed crew and came under small arms fire.

Unable to return fire due to the position of friendly forces, he continued to hover while the three surviving crewmembers were secured to a rig suspended beneath Roach's helicopter. As he took off, Roach's aircraft came under heavy mortar fire.

Roach's flight attitude indicator was already inoperative and then his communication radios and flight navigation equipment failed. The weather continued to deteriorate to the point where visual flight was impossible.

Using his remaining FM radio to receive navigation instructions, he flew back to the Phu Bai airfield and, without the aid of instruments, lowered the suspended crew to safety.

For these heroic acts, Roach received the distinguished Flying Cross. He also received the Silver Star, two Air Medals with "V" for Valor and Vietnam Air Force Pilot Wings.

Braving Enemy Fire

Michael Dorris served as an Army helicopter crew chief in Vietnam.

While on a combat assault mission to rescue the crews of several downed aircraft, Dorris' helicopter landed in contested territory. The enemy opened up with a heavy volume of fire.

Despite approaching darkness and rain, Dorris left his helicopter, braving heavy small arms and weapons fire, to search for wounded. He found one of the downed aircraft, recovered two machine guns and returned to his helicopter, where he learned that his gunner was missing.

Dorris again left the helicopter, found the wounded gunner, picked him up and carried him through enemy fire back to safety.

After returning to the helicopter, Dorris turned his machine gun on the enemy and began a heavy firing barrage, enabling the pilot to leave the landing zone.

For his heroic acts, Dorris was awarded the Silver Star for personal bravery and devotion to duty.

During his service, Dorris also received the Purple Heart, the Brave Eagle Coin and the Army Commendation Medal.

Partnership *from page 1*

of post-secondary educational opportunities for Hispanic students.

→ Meet the needs of government, business and industry by developing a program to share resources, information and expertise.

The Hispanic Association of Colleges and Universities represents non-profit, accredited U.S. colleges and universities where Hispanic students make up at least 25% of the total student enrollment.

The association has identified 115 institutions that meet the requirement. They are located in nine states and Puerto Rico and enroll approximately 45% of all the Hispanic college students in the country.



DOT Secretary Sam Skinner and Cesar Trimble, acting president of the Hispanic Association of Colleges and Universities, shake hands after signing a memorandum of understanding. The goal is to recruit and hire more Hispanics into DOT's work force and boost opportunities for Hispanics.

Top Agency Management Changes

Accounting, Budget Offices Move Up, Information Technology Chief Named

Several important top management changes were made at the FAA in late November, including adding a chief information technology officer and elevating accounting and budget to an assistant administrator position.

Here are the main changes:

→ The position Assistant Administrator for Information Technology, reporting directly to the Administrator, has been set up. Theron Gray has been named to the new post.

→ The Office of Management Systems at Headquarters was abolished. All of its information resource functions were assigned to the new Assistant Administrator for Information Technology.

Mike Sherwin becomes Gray's acting deputy assistant administrator. Dana Scott will manage the CORN (Computer Resources Nucleus) project.

→ The post of Assistant Administrator for Budget and Accounting was created. Nick Stoer, former budget director, takes the new post. His former assistant, Ruth Leverenz, is now budget director.

→ The position of Assistant Administrator for Administration has been abolished, and the budget and accounting offices have been assigned to Stoer's new position.

→ An expanded executive director's position has been set up. Now the

Office of Aviation Safety as well as appraisal functions, formerly the responsibility of the now defunct office of the Assistant Administrator for Administration, are consolidated under the renamed Executive Director for Acquisition and Safety Oversight.

As of the end of November, that position was vacant.

Darlene Freeman was named Associate Administrator for Aviation Safety. Brooks Goldman becomes Deputy Associate Administrator for Aviation Standards.

Busey Praises FAAers *continued from page 1*

told you that I could not think of a finer organization with which to be associated than the FAA.

"My time at the FAA has strengthened that conviction and those feelings," Busey said.

During the past two-and-a-half years, Busey told committee members, he had the "unique opportunity to work with dedicated professionals who value public service as I do.

"We have worked together as a team to build bridges within the FAA and the Office of the Secretary of Transportation and to the aviation community itself.

"We have been able to reinforce many of the positive values that I found within the FAA when I arrived, and we have made key progress working together to strengthen our capabilities in areas such as management, planning, procurement, training and human re-

source management," Busey said.

Busey said he supports DOT Secretary Sam Skinner's ongoing activities to make the DOT the "finest in government."

He added that his experience as the nation's top aviation safety official has given him an "important perspective concerning the need for maintaining vigorous safety programs throughout the department."

He assured Senators that "safety will remain at the top of our priority list."

Busey, the agency's 11th Administrator, retired after a 37-year Navy career in 1989 to take over FAA's top spot.

He was sworn in as DOT Deputy Secretary on December 4.

Jerry Ralph Curry, who heads the National Highway Traffic Safety Administration, has been nominated as FAA Administrator. Curry must be confirmed by the Senate.

Registry *from page 1*

add about 145 jobs, bringing combined staffing of the division to more than 300.

The registry will be a two-story 70,000 square foot building with an exterior of metal panels.

It will have raised floors for easy access to computer lines and moveable



partitions for complete design flexibility.

The central core will have skylights for natural light and light wells to the lower level.

The building's new computer systems respond to an 1988 law which spelled out 11 ways FAA's aircraft registry would be used in the fight against illegal drugs.

Previously, FAA's authority for the airmen and aircraft registry focused on safety, but Congress has expanded the



Bill Williams, director of the Office of Aviation System Standards, surveys the spot where the new Registry Building is being constructed.



Frigid Oklahoma City temperatures forced the November 1 groundbreaking ceremony inside. Turning shovels of dirt are, left to right, Bill Williams, director, Office of Aviation System Standards; H. C. "Mac" McClure, director, Aeronautical Center; then FAA Administrator James Busey; Monte Belger, Associate Administrator for Aviation Standards; and local city and county officials.

agency's role.

The building is being constructed under the direction of the Oklahoma City Airport Trust and financed through long-term bonds.

The Aircraft and Airmen Registry Division is part of the newly renamed Office of Aviation System Standards (AVN), formerly the Aviation Standards National Field Office.

Although located in Oklahoma City, AVN is a Headquarters organization reporting directly to the Associate Administrator for Aviation Standards.

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

After reading the newsletter, make the extra effort to put it in one of the building's office recycling boxes.

Survey Results In

Next Step: Feedback Sessions

The latest employee survey results are in, and now all FAA supervisors are required to conduct workgroup improvement sessions within their workgroups.

These "feedback and action planning" meetings will be based on 1991 Survey Feedback Action questionnaire results. The survey went to all FAAers in August and was returned by 76%.

The survey results give supervisors and employees an opportunity to jointly identify problems and issues and come up with solutions or improvements.

Some experts believe that up to 85% of all problems in any organization can be traced to the workgroup's policies, practices and processes.

All supervisors and managers should have received results for their specific workgroups by December 13. Then

they have six weeks to conduct initial meetings. Issues beyond the control of the workgroup go to a higher level for action.

The Office of Human Resource Development urges employees and supervisors to use the survey results and follow-up meetings to improve their work environment.

To help make these meetings less awkward and more productive, special classes are being offered for supervisors and employees which include videos of simulated feedback meetings and question-and-answer periods.

Watch for posters in the Headquarters lobby for details.

Trained Survey Feedback Action facilitators are available to help make the feedback meetings run smoothly.

Contact Joan Guarino, AHR-105, x73884, for more information.

Flightplan

Speak French. A French conversation class is being planned for early next year in the FAA Headquarters building.

Classes using Berlitz language program instructions may begin in the first part of January.

Last spring, several language classes were held at the FAA. Some of those who participated in earlier classes may want to continue instruction.

For more information, contact Edward O'Hara, DOT Public Affairs, x65571.

FACA training. The General Services Administration will conduct three-day courses in February, April and July for individuals seeking a working knowledge of the Federal Advisory Committee Act (FACA).

The course is open to all federal employees and others who are not government employees, such as contract employees.

The course is recommended for those who are directly involved in providing staff support or legal advice to an FAA advisory committee and for those serving as the designated federal official for an advisory committee.

The next course begins on *Tuesday, February 11*.

Those interested in attending must submit Standard Form 182 six weeks prior to the training date, through their training coordinator, to AHR-140.

Other courses begin on April 21 and July 21.

The mailing address of the GSA Training Center is PO Box 15608, Arlington, VA 22215-0608.

Hispanic meetings. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the *first Tuesday* of each month.

Contact David Benton, x78499, for more information.

B-ball anyone? Several FAAers are trying to set up winter basketball teams.

In addition to players, volunteers are

needed to be referees, scorekeepers, statisticians and timekeepers.

No experience is necessary for these positions.

For more information, contact Ray Taylor, x78963.

Ski club. The Pentagon Ski Club, open to all government employees and their families in the Washington area, will hold its next meeting at 7 p.m. on *Tuesday, January 21*, in the Cameron Station Officers' Club, Alexandria.

Prospective members who can't get to the meeting or need directions should call (301) 587-2073.

FAA managers. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor. They are usually held on the *second Wednesday* of each month.

All members are urged to attend and bring a guest. The next meetings are on the following *Wednesdays*:

January 8

February 12

March 18

April 8

May 13

June 10

Extra time? It's December, and "use or lose" time is again approaching. Most federal workers will lose any annual leave in excess of 240 hours after *Saturday, January 11*.

Employees may want to consider giving it to FAAers in the leave sharing program.

Call Janice Albritton, x78328, for instructions.

Focus on quality. FAAers are invited to find out more about Total Quality Management - TQM - by attending meetings of the Quality Network, which begin again in January.

They will be held on the *first Tuesday* of each month at Headquarters from 2 to 3 p.m.

The network gives employees a chance to give their opinions and suggestions on proposed policies, procedures, training and educational efforts to improve quality.

At the meetings, representatives from various agency organizations will provide briefings and presentations.

Those who want to attend these monthly TQM information exchanges or receive meeting minutes should contact AXQ-3's Ted Criswell, x77925, or Carol Dieterle, x79129.

FAA items. Whether it's an FAA logo watch, key chain, earrings, sweater, cap, jacket or shirt, the FAA Employee's Association at the Aeronautical Center in Oklahoma City has it.

For a brochure and current price list, contact Larry Thompson, x78838

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.

Healthbeat

Substance abuse. On *Thursday, December 19*, Thomas Russo, a special agent with the Drug Enforcement Administration, conducts a session from 9:30 to 11:30 a.m. in conference room 8 ABC.

Give blood. A bloodmobile will be held on *Wednesday, December 18*, from 9:30 a.m. to 2:30 p.m. in Headquarters conference room 5 ABC.

Glaucoma screening. Testing for glaucoma will be held from 9 to 11 a.m. in the clinic, room 327, on the following *Mondays: January 6, 13 and 27*. Sign up in the clinic.

Blood screening. Blood screening will be held in the clinic, room 327, on *Wednesday, January 15*, from 8:30 to 11:30 a.m. by appointment.

Cost varies depending on the blood profiles performed.

Begin signing up on *Thursday, January 2*, in the clinic.



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

Headquarters Intercom



Headquarters Hispanic Coalition director David Benton makes a point during the "listening session" with acting FAA Administrator Barry Harris.

Listening Session

Meeting Pinpoints Ways To Recruit, Keep Hispanics

Calling it "one of the most productive" meetings he has attended at the agency, then Deputy Administrator Barry Harris recently listened to suggestions and recommendations from more than two dozen Headquarters Hispanics.

At the hour-long November "listening session" with Harris - who is currently acting Administrator - Hispanic employees emphasized that they want to

turn to Hispanic Listening Session on page 5

Perfect Score

Van Nuys Tower: First with the Most

California's Van Nuys airport tower is the first facility in the nation to receive a 100% score from a tough FAA air traffic evaluation team.

The Van Nuys tower crew, which logged 528,000 takeoffs and landings last year, was recently honored for achieving outstanding performance in administration, training, quality control and operation.

The comprehensive evaluation lasted four days and reviewed more than 200 items. It was conducted by the agency's National Air Traffic System Effectiveness/Evaluation Branch based at Dallas-Fort Worth International.

In 1990 Van Nuys was the world's busiest general aviation airport. Last year, it ranked fifth from among all U.S. airports in the number of operations - takeoffs and landings.

Highlights

'Genuine Pride.' Acting FAA Administrator Barry Harris says he has "genuine pride" in the outstanding work FAAers do.

In a holiday message to all FAA employees, Harris said:

"As we enter this time of holiday celebration, I want to convey to you my appreciation for a job well done.

"As I have worked with you over the past two years, I feel closer to you than I ever would have thought possible.

"I truly appreciate the commitment and dedication that is evident in everything you do for our many customers.

"I hope at this holiday season you share with me my genuine sense of pride in your outstanding work.

"I want, also, to share my personal wishes that you have a warm, wonderful holiday season surrounded by the friends and family who enrich your lives."

Over the Top. This year's Headquarters Combined Federal Campaign was a big success, raising \$338,000.

That's \$73,000 more than last year.

Field facilities in the area raised another \$33,000.

Find out more on page 6.

'Best Work Force.' Sam Skinner, who took over as President Bush's chief of staff on December 16, says DOT employees make up the "best work force in government."

Skinner, who had been DOT Secretary since early 1989, sent a memo to DOT workers shortly after Bush selected him for the new post.

turn to Highlights on page 2

Highlights *from page 1*

"Words cannot adequately express my heartfelt appreciation to each and every one of you for making my job a truly enjoyable and memorable experience," Skinner told employees.

"The President's decision is really a reflection on your work rather than mine."

New Line Up. December brought a new top management line up to the DOT and FAA.

Former DOT Secretary Sam Skinner became White House Chief of Staff.

Former FAA Administrator James Busey became DOT Deputy Secretary and is now acting DOT Secretary.

At the FAA, Barry Harris became acting Administrator and Joe Del Balzo became acting Deputy Administrator.

Jerry Ralph Curry, who heads the National Highway Traffic Safety Administration, was nominated by the White House as FAA Administrator to replace Busey.

The Senate is expected to act on Curry's nomination in early 1992.

Find out about Curry's career on page 4.

An FAA First. The first Aviation Education Resource Center to open on an Indian reservation was dedicated by the FAA on December 13 at Indian Island, ME.

The center, in the Penobscot Indian Nation's school library, provides a focal point where the nation's teachers and students can get information on aviation science and careers.

Information covering many aviation occupations is available at the facility in hardcopy, on software and on videotape.

Classroom instructional materials are also available.

The FAA has dedicated more than 50 centers throughout the country at schools, colleges, universities, museums, science centers and government facilities.

Aviation Milestone. On November 19, Boeing delivered its last 747-200 to Nippon Cargo Air Lines.

Delivery of the freighter version marked the end of 21 years of production of the 200 series.

Rollout of the first 747-200 was September 10, 1970. The latest 747 version is the 400 series.

Holiday Grinch. The Office of the Chief Counsel warns FAAers to be careful during the holiday partying season.

Don't accept gifts, offers of gifts or party invitations from organizations that do business with the FAA, lobby it or are regulated by the agency.

Except for limited exceptions, the DOT's conflict of interest rules prohibit all DOT workers from accepting gifts, gratuities, meals and refreshments or anything worth money from these concerns or organizations.

One possible exception is attending a non-lavish holiday function sponsored by such an organization if the function is not aimed specifically at DOT employees and is widely attended - by Congressional representatives, other government officials, representatives of various sectors of industry and members of the press, for example.

DOT employees should not attend if at the time of the event the host is a specific party to an action currently before the employee for decision, such as an enforcement action or the award of a contract or grant.

Exceptions to the general rule are very narrowly interpreted.

Questions about the rules? Contact John Walsh, (202) 376-6406.

Industry's Best. The nation's best flight instructor and top general aviation maintenance technician were hon-

ored by the FAA during a Washington, DC, ceremony on November 18.

Then Administrator James Busey congratulated Lloyd Probst as the 1990 flight instructor of the year and Emerson Stewart as the year's best aviation maintenance technician.

Probst, from Montgomery, AL, has been a "Gold Seal" flight instructor since 1969.

He served in the U.S. Air Force as a command pilot, instructor and pilot examiner.

After retiring from the Air Force, Probst flew as a corporate pilot and served as manager of flight training at Auburn University and chief flight instructor for the Maxwell-Gunther Air Force flying club.

For the past decade, he has been an FAA accident prevention counselor, Boy Scout merit badge counselor and frequent guest speaker before Civil Air Patrol units and flying clubs.

Probst has also been active in the FAA pilot proficiency awards program since its inception.

Winning technician Stewart grew up at Ohio's Waynesville Airport, an airfield run by his father.

At the age of 14, he assisted in a major overhaul of an aircraft engine.

Later, Stewart received formal airframe and powerplant training at Parks College, St. Louis, and has been a certificated technician since 1965.

He served in the Air National Guard as a maintenance technician and crew chief. Stewart is also a certificated flight instructor.

The two awards are sponsored annually by the National Business Aircraft Association, AOPA Air Safety Foundation and General Aviation Manufacturers Association.

'Bum Rap.' Federal employees often get a "bum rap" when people say they are lazy and don't work as hard as people in private industry.

That's the view of Leon Watkins, Assistant Administrator for Civil Rights.

Watkins talked about federal workers as role models during a federal government service awards ceremony sponsored by the Chamber of Com-

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merce in Oklahoma City last month.

The event honored scores of workers, including about 40 FAAers.

"I am proud to be a federal employee," Watkins told the group, "and I think all of us ... are a bit tired of hearing the old stereotypes of federal employees."

Don't some of the comments about federal workers "just burn you up?" Watkins asked the group.

"It's a bum rap and a disservice to federal employees like yourselves who are doing an extraordinary job, day in and day out, to help make this a better place to live for all of us."

He said that many people tend to forget the "enormous positive role" federal employees play in everyone's daily lives.

Federal workers, he said, are responsible for everything from inspecting food to making sure people get their Social Security checks on time.

"It's federal employees who took us to the moon," he said, "and planned and carried out Desert Shield and Desert Storm."

He urged federal workers to take pride in their jobs and hold their heads high.

"Federal service is an esteemed profession, if we but make it so," Watkins said.

"Be distinguished in your every dealing with each other. Expect to be a positive role model and leader for the noblest American ideas.

"Remember, most of us strive for high ideals. The world is full of heroes. Be one of them. Wear the federal employee badge with distinction and honor."

Need Meeting Help? With the results of the latest employee survey in, all FAA supervisors are required to conduct workgroup improvement sessions within their workgroup.

These "feedback and action planning" meetings are based on 1991 Survey Feedback Action questionnaire results.

The survey went to all FAAers in August and was returned by 76%.

Supervisors and other employees who need help in running follow-up sessions can get help from trained fa-

cilitators.

At Headquarters, contact Joan Guarino, AHR-105, x73884, for facilitator help and information.

Sexual Harassment. Seventy-five Headquarters FAAers learned more about sexual harassment at a November 21 seminar.

A panel discussion by sexual harassment experts was followed by a vigorous question-and-answer session.

The seminar was videotaped for future use in training and briefings.

The session was sponsored by the Headquarters chapter of the Federal Managers Association.

Rolodex Revision. Some FAAers are still sending correspondence to the old address of the Washington headquarters of the National Transportation Safety Board.

In September, the NTSB moved from the FAA Headquarters building to a new location.

Its correct address is: 490 L'Enfant Plaza East, SW, Washington, DC, 20594, (202) 382-6600.

High-Flying Baby. Babies don't always cooperate with a pilot's flightplan.

That's what two California controllers, Hugh Kelly and Raymond Mulvihill who work at the Santa Monica tower, found out earlier this year.

Working the early shift at the airport, located near the Pacific coast just north of Los Angeles International, the controllers received a radio call from an inbound Cessna pilot.

He reported that his pregnant wife was aboard and she was in advanced stages of labor.

The couple and their 13-month-old son had boarded the aircraft in Chino for the 25-minute trip to Santa Monica. The wife, who had been in labor for only an hour, was going to the Santa Monica hospital to give birth.

In the words of the husband, "In a whirlwind of time, her labor progressed at an incredible rate. What had been mild labor cramps developed into rapid contractions and the beginnings of childbirth."

That's when the pilot, an off-duty police sergeant, called on Kelly and Mulvihill for help in arranging professional assistance to meet the airplane.

"They expertly coordinated the response of the Santa Monica Fire Department and paramedics, relayed questions from them to me about the progression of the labor, established a contact point on the field, prioritized my approach and landing as well as handled routine air traffic matters," the pilot said.

Through the efforts of the controllers, medical help was waiting as the pilot landed the plane. The mother was evaluated at the scene and transported to the hospital where she gave birth to a healthy baby girl just four minutes after her arrival.

"A lot of activity took place in those 47 minutes since our departure from Chino," the proud dad recalled. "My family will never forget this extraordinary event, nor will I forget the help that I got."

Kelly and Mulvihill were lauded for this "outstanding service" in a letter of appreciation from tower manager Ted Walters.

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

After reading the newsletter, make the extra effort to put it in one of the building's office recycling boxes.

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.

Aviation: 'A Lifetime Passion'

Curry Lauds FAA's 'Extraordinarily High' Safety Record, Praises Agency Workers as 'Competent Professionals'

Jerry Ralph Curry, the White House's nominee to become the 12th FAA Administrator says aviation is a "lifetime passion."

At a hearing before a Senate committee in late November, Curry praised the FAA for its "extraordinarily high" safety levels.

The Senate is expected to act on Curry's nomination in early 1992.

He currently heads up the National Highway Traffic Safety Administration.

Curry told Senators, "The FAA has been the driving force in seeking to continuously improve aviation safety."

Under his leadership, Curry said safety would remain at the "very top" of the agency's priorities.

"I will be a strong and persistent advocate for the resources, tools and authority necessary for the FAA to continue to offer the American people the highest level of safety and efficiency of any mode of travel anywhere in the world."

Curry said he is committed to making sure that the nation's airways remain open for all and to plan for the aviation system of the future.

"Aviation lies at the very heart of our economic well-being," Curry said, "particularly as we move steadily toward a global economy and marketplace, I will continue to emphasize international cooperation in air traffic management."

A veteran and pilot, Curry said, "aviation is not only a vocation, but an avocation as well - a lifetime passion for many of us."

The FAA Administrator nominee called FAAers "dedicated and competent professionals who day in and day out demonstrate public service at its best."

Here's a glimpse of Curry's career. Curry began his military career in

the U.S. Army as a private during the Korean War.

He worked his way through the ranks and in 1984 retired as a major general.

During his 34-year military career, Curry gained experience in aviation, research and development, manage-



FAA Administrator nominee Jerry Curry

ment, international relations and public affairs as a senior American defense official in Europe, the Far East and the United States.

Curry, 59, is a decorated combat veteran and pilot who served two tours of duty in Vietnam.

His major Army assignments included: Deputy Commanding General of V Corps in Germany; Commander of the Military District of Washington, DC; press secretary to the Secretary of Defense; and Commanding General of the U.S. Army Test and Evaluation Command and White Sands Missile Range.

Following his retirement in 1984, Curry became president and publisher of the National Perspectives Institute. He then became vice president of Systems Management America Corporation.

In 1988, he unsuccessfully ran for a

seat in the U.S. House from Virginia against an incumbent.

Curry is a member of Delta Phi Alpha, the National Honorary German Society; Phi Alpha Theta, the International Honor Society in History; and the National Eagle Scout Association.

Curry's military honors include: Defense Distinguished Service Medal, Army Distinguished Service Medals, Legion of Merit with Oak Leaf Clusters, Meritorious Service Medals, Bronze Star with "V" Device, Cross of Gallantry with Palm (Vietnam), Master Army Aviator Badge, Combat Infantryman Badge, Parachutist Badge-Ranger, Army Commendation Medals, Navy Commendation Medal, Navy Unit Commendation Ribbon, Air Medals and Queen Beatrix of the Netherlands Order of the Orange-Nassau.

He has served on the boards of directors of the Greater Washington, DC, Board of Trade and the American Red Cross and was a federal trustee of the Federal City Council.

In 1982, Curry was honored by *Washingtonian Magazine* as "Washingtonian of the Year" for his leadership in building better relations between the military and the Washington community.

Curry received a bachelor's degree in education from the University of Nebraska, a master's degree in international relations from Boston University and a doctorate from Luther Rice Seminary.

He is a graduate of the U.S. Army War College and the Command and General Staff College and is a Fellow in the Oxford Society of Scholars.

Curry and his wife Charlene, an author, have four children and four grandchildren.

Hispanic Listening Session *continued from page 1*

strengthen links between the FAA and Hispanic community and students to boost the agency's hiring and retention of Hispanics.

The percentage of Hispanics working at FAA's Washington Headquarters has barely budged in the past 10 years despite a spurt in the nation's Hispanic population.

Today, about 2.3% of the Headquarters work force is Hispanic compared to 1.6% in 1981.

About 3.9% of the FAA's nationwide work force is Hispanic compared to 2.9% a decade ago.

Hispanics represent about 9% of the civilian labor force and about 5.5% of the total federal work force nationwide.

"The FAA is now taking great strides to assure diversity, which should eliminate the disparity between where we are and where we need to go," said one of the meeting's organizers David Benton, who heads up the Headquarters chapter of the National Hispanic Coalition of Federal Aviation Employees.

Emphasizing that the meeting was not a "gripe session," the group made recommendations to boost Hispanic recruiting and hiring and to find ways to keep

Hispanics from leaving the FAA.

Harris attentively listened to numerous suggestions and recommendations.

One recommendation—making sure women and minorities set career goals by mapping personal individual development plans—has been one of Harris' goals for the past year.

Now, managers are required to encourage and give these workers the resources and support to make their career plans a reality.

Here are some of the meeting's recommendations:

- ➔ Enlist marketing help to get the message out to Hispanic communities about the FAA, what it does and the job opportunities available in the agency. The strategy would include producing recruiting videos of current Hispanics FAAers.

- ➔ Encourage Hispanic FAAers to become role models and add Hispanic recruiters to all the regions and centers as recruitment sources for Headquarters.

- ➔ Bring more Hispanic co-op students into the FAA through outreach programs at vocational and trade schools and Hispanic colleges and universities.

Last month, then DOT Secretary Sam Skinner signed a memorandum of understanding with the Hispanic Association of Colleges and Universities (HACU) to recruit more Hispanics and provide more educational opportunities.

- ➔ Target Hispanics for management and Senior Executive Service positions by using existing agency programs and developing general manager type positions.

- ➔ Cut down the time it takes for applicants to apply and hear about candidate selection for agency jobs.

- ➔ Set up a tracking system to monitor all Hispanic applicants who have applied for FAA jobs.

- ➔ Conduct job exit interviews to find out how many Hispanics are leaving the agency and why.

- ➔ Recruit more Hispanic mentors to help Hispanics once they're hired.

- ➔ Hold seminars for managers to become familiar with the concerns of Hispanic employees.

- ➔ Include Hispanic representatives on FAA job rating panels and assessment centers.

A follow-up meeting has been held between Harris and Benton and will be followed by quarterly meetings.

General Schedule Pay Rates for 1992

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
1	\$11,478	\$11,861	\$12,242	\$12,623	\$13,006	\$13,230	\$13,606	\$13,986	\$14,003	\$14,356
2	12,905	13,212	13,640	14,003	14,157	14,573	14,989	15,405	15,821	16,237
3	14,082	14,551	15,020	15,489	15,958	16,427	16,896	17,365	17,834	18,303
4	15,808	16,335	16,862	17,389	17,916	18,443	18,970	19,497	20,024	20,551
5	17,686	18,276	18,866	19,456	20,046	20,636	21,226	21,816	22,406	22,996
6	19,713	20,370	21,027	21,684	22,341	22,998	23,655	24,312	24,969	25,626
7	21,906	22,636	23,366	24,096	24,826	25,556	26,286	27,016	27,746	28,476
8	24,262	25,071	25,880	26,689	27,498	28,307	29,116	29,925	30,734	31,543
9	26,798	27,691	28,584	29,477	30,370	31,263	32,156	33,049	33,942	34,835
10	29,511	30,495	31,479	32,463	33,447	34,431	35,415	36,399	37,383	38,367
11	32,423	33,504	34,585	35,666	36,747	37,828	38,909	39,990	41,071	42,152
12	38,861	40,156	41,451	42,746	44,041	45,336	46,631	47,926	49,221	50,516
13	46,210	47,750	49,290	50,830	52,370	53,910	55,450	56,990	58,530	60,070
14	54,607	56,427	58,247	60,067	61,887	63,707	65,527	67,327	69,167	70,987
15	64,233	66,374	68,515	70,656	72,797	74,938	77,079	79,220	81,361	83,502

Effective January 12, 1992

Over the Top

Headquarters Raises \$338,000 for the Combined Federal Campaign

The 1991 Combined Federal Campaign was a big success with Headquarters raising \$338,000 - \$73,000 more than last year.

Headquarters surpassed its dollar goal by 26%, and every Administrator's Management Team-level organization met or exceeded its dollar goal.

New levels of employee participation were reached with 81.3% of all Headquarters employees contributing, compared to 63% last year.

Seventy-six employees received "Eagle pins" for donating 1% or more of their salary.

Other FAA facilities in the area,

including units at the Washington Center in Leesburg, Dulles, National and Andrews raised an additional \$33,000. Altogether, the FAA raised \$371,000 in the Washington area.

Here are some other highlights of this year's campaign.

➔ Civil Rights, ACR, and Aviation Safety, ASF, repeated their 1990 performance by finishing first and second in percentage of dollar goals.

Each surpassed 200% of their goal. Civil Rights was closer to 300%.

➔ Among the bigger organizations, Human Resource Management, AHR, had the most impressive performance,

reaching 167% of its goal. The CFC team gives special credit to AHR's *Michelle Morehead* who volunteered for tough duty on a number of fundraisers.

➔ Air Traffic boosted its participation from 57% last year to 80.5% this year. *Brady Burch* gets special recognition for his CFC efforts from the CFC team.

➔ Aviation Safety, Human Resource Management and Aviation Standards, AVS, also managed to exceed 100% in participation. Yes, it can be done with office-wide contributions from fundraisers and contributions from part-time employees and consultants.

Several FAAers were singled out for special thanks in the Aviation Safety organization, which managed this year's CFC.

The event was chaired by then Administrator *James Busey*.

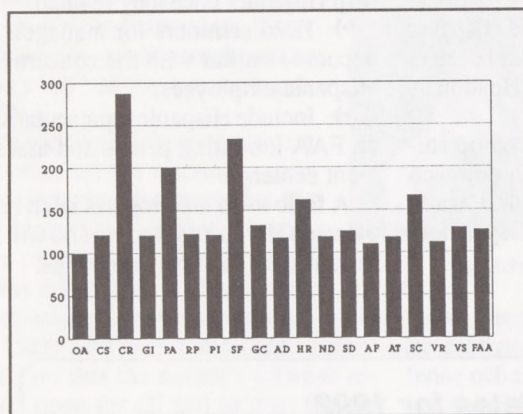
Charlie Huettner, Deputy Associate Administrator for Aviation Safety, was vice chair.

Chuck Hedges managed the drive and said the campaign's success "is a job of which the entire FAA should be proud."

He thanked all key workers and coordinators. Special recognition went to *Dorothy Black* and *Bob Matthews*.

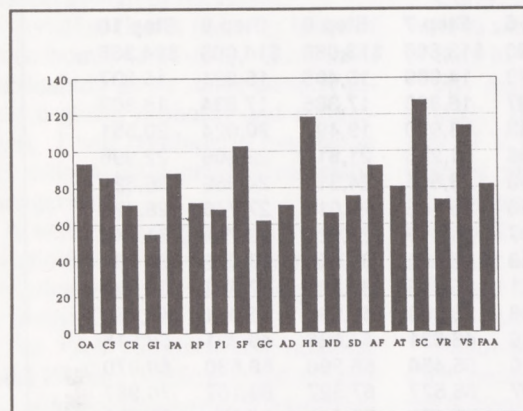
Also singled out for praise were *Karen Duke*, *Geraldine Horner*, *Nadine Gholston*, *Dee McHugh* and *Brian Uzzle* who worked hard on several successful fundraisers including the CFC kickoff event, "fun run," Halloween costume contest and bake and candy sales.

The Sky's the Limit



Dollar Goals

Every Headquarters organization met or exceeded its dollar goal for this year's Combined Federal Campaign. Civil Rights almost hit 300%, followed by Aviation Safety, which surpassed 200%. Note: The first A is omitted from organizational codes.



Employee Participation

Headquarters overall Combined Federal Campaign employee participation rate hit 81.3%. That's far above last year's 63%. This chart shows how Headquarters organizations stacked up. Note: The first A is omitted from organizational codes.

Flightplan

Fire safety. On *Thursday, January 16*, the National Air and Space Museum will present a lecture on how the FAA's ongoing research has made aviation safer.

Constantine Sarkos, manager of the agency's Fire Safety Branch, is the guest speaker. His topic is "Fire Safety Research in Airlines."

It begins at 7:30 p.m. in the Langley Theater.

\$\$ deadline. Open season ends on *Friday, January 31*, to join or make changes to the Thrift Savings Plan.

Employees covered under the Civil Service Retirement System (CSRS) and the Federal Employee Retirement System (FERS) may participate.

Donate time. Most federal workers will lose annual leave in excess of 240 hours after *Saturday, January 11*.

Employees may want to consider giving it to FAAers in the leave sharing program.

Call Janice Albritton, x78328, for instructions.

Leave donations. Karen Ross, secretary to the director of the Office of Airport Safety and Standards, is an eligible leave recipient in FAA's Leave Sharing Program.

She was injured in a car accident on her way to work. Her injuries included a broken pelvis, concussion, broken ribs, a punctured lung and injured spleen.

Now recovering at home, she has used up all her accumulated sick and annual leave. She is not expected to return to work until the end of February at the earliest.

Those who wish to donate leave to her can contact Bob David, x79610, or Harry Smetana, x78778.

Women's committee. The next regular meeting of the Federal Womens Program Committee is *Wednesday, January 8*, starting at 11 a.m. A teambuilding

session is scheduled for *Friday, January 31*, from 10 a.m. to noon.

Both meetings are in the 10th-floor Civil Rights conference room.

Hispanic meetings. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the *first Tuesday* of each month.

Contact David Benton, x78499, for more information.

Black coalition. The National Black Coalition of Federal Aviation Employees will hold its next monthly meetings on *Tuesday, January 7*, in conference rooms 8ABC, and on *Tuesday, February 4*, in conference rooms 9ABC. The meetings run from noon to 1 p.m.

For more information, contact Marcia Adams, x73488.

Trekkie bonanza. Every *Friday* at 8 p.m. for two months, the National

turn to *Flightplan* on page 8

FAA Remembers

Irene Barnett. Irene Barnett, well known throughout the FAA as a staunch proponent of opening up career opportunities for women and minorities, died on *Friday, November 29*, after a long illness.

Mrs. Barnett, 50, recently retired as Director of FAA's Office of Program and Resource Management.

She was recognized for her genuine enthusiasm for civil rights, equal employment opportunity and agency programs that foster career enhancement and advancement. She worked hard to have these programs diligently applied throughout the FAA.

Mrs. Barnett's personal involvement in helping others advance extended beyond her immediate office.

She constantly strove to provide career progression opportunities for all



Irene Barnett

employees. Her record shows success for minorities and women in jobs ranging from secretarial to top managerial ranks.

A native of Ebensburg, Pennsylvania, Mrs. Barnett began her government service in June 1959 with FAA. In April 1963, she transferred to the Department of the Navy, where she

worked first as a secretary and later as an administrative clerk until October 1964.

Returning to the FAA as an administrative clerk in the Office of Civil Aviation Medicine, she progressed at an accelerated rate, first to become administrative officer and in July 1976 the chief of the office's Program Operations Division.

In April 1982, Mrs. Barnett became acting manager, Program Management Staff, under the Associate Administrator for Aviation Standards. In July 1982, her assignment was made permanent.

Mrs. Barnett received a Senior Executive Career Appointment in April 1986. She served as the Director, Office of Program and Resource Management, until her retirement on October 1, 1991.

While at FAA, Mrs. Barnett received the Senior Executive Service Presidential Rank Award. In June she received the first annual Sue Silverman Award sponsored by the Headquarters Federal Women's Program Committee. She was the committee's choice as the most supportive manager at Headquarters.

Survivors include her husband, H. Wayne Barnett; daughters, Doris West and Laura Lee Barnett; mother, Mary Heresco; sister, Kathy Funk; and two grandchildren.

Flightplan *from page 7*

Air and Space Museum will show "Star Trek" movies and have guest speakers.

The series begins on *Friday, January 10*, and ends on *Friday, February 28*. Admission is free.

Here are the January events.

→ *January 10*: "Star Trek - The Motion Picture," 1979.

→ *January 17*: "Space Seed" episode and lecture by Howard Weinstein.

→ *January 24*: "Star Trek II - The Wrath of Khan," 1982.

→ *January 31*: "Star Trek III - The Search for Spock," 1984.

For more information, call (202) 357-2700.

B-ball anyone? Several FAAers are trying to set up winter basketball teams.

In addition to players, volunteers are needed to be referees, scorekeepers, statisticians and timekeepers.

No experience is necessary for these positions.

For more information, contact Ray Taylor, x78963.

Ski club. The Pentagon Ski Club, open to all government employees and their families in the Washington area, will hold its next meeting at 7 p.m. on *Tuesday, January 21*, in the Cameron Station Officers' Club, Alexandria.

Prospective members who can't get to the meeting or need directions should call (301) 587-2073.

FAA managers. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor. They are usually held on the *second Wednesday* of each month.

All members are urged to attend and bring a guest.

The next meetings are on the following *Wednesdays: January 8, February 12, March 18, April 8, May 13 and June 10*.

Focus on quality. FAAers are invited to find out more about Total Quality Management - TQM - by attending meetings of the Quality Net-

work, which begin again in January.

They will be held on the *first Tuesday* of each month at Headquarters from 2 to 3 p.m.

The network gives employees a chance to give their opinions and suggestions on proposed policies, procedures, training and educational efforts to improve quality.

At the meetings, representatives from various agency organizations will provide briefings and presentations.

Those who want to attend these monthly TQM information exchanges or receive meeting minutes should contact AXQ-3's Ted Criswell, x77925, or Carol Dieterle, x79129.

FAA items. Whether it's an FAA logo watch, key chain, earrings, sweater, cap, jacket or shirt, the FAA Employee's Association at the Aeronautical Center in Oklahoma City has it.

For a brochure and current price list, contact Larry Thompson, x78838.

Ideas on diversity? Have ideas on how to promote diversity at the FAA? The Staffing Policy Division, APN-200, wants to know.

Contact David Benton, x78499.

French lessons. A French conversation class is being planned for early next year in the FAA Headquarters building.

Classes using Berlitz language program instructions may begin in the

first part of January.

Last spring, several language classes were held at the FAA. Some of those who participated in earlier classes may want to continue instruction.

For more information, contact Edward O'Hara, DOT Public Affairs, x65571.

FACA training. The General Services Administration will conduct three-day courses in February, April and July for individuals seeking a working knowledge of the Federal Advisory Committee Act (FACA).

The course is open to all federal employees and others who are not government employees, such as contract employees.

The course is recommended for those who are directly involved in providing staff support or legal advice to an FAA advisory committee and for those serving as the designated federal official for an advisory committee.

The next course begins on *Tuesday, February 11*.

Those interested in attending must submit Standard Form 182 six weeks prior to the training date, through their training coordinator, to AHR-140.

Other courses begin on April 21 and July 21.

The mailing address of the GSA Training Center is PO Box 15608, Arlington, VA 22215-0608.

Healthbeat

Glaucoma screening. Testing for glaucoma will be held from 9 to 11 a.m. in the clinic, room 327, on the following *Mondays: January 6, 13 and 27*. Sign up in the clinic.

Blood screening. Blood screening will be held in the clinic, room 327, on *Wednesday, January 15*, from 8:30 to 11:30 a.m. by appointment.

Cost varies depending on the blood profiles performed.

Begin signing up on *Thursday, January 2*, in the clinic.

Health videos. The Health Awareness Program is sponsoring a series of videos during the next few months that

zero in on specific health topics.

They will be shown at 1 p.m. on *Tuesdays* in room 5.

Here is the January video line-up.
→ "Lifestyle Modification and Stress Management," *Tuesday, January 7*, 30 minutes.

→ "Premenstrual Syndrome, A Clinical Approach," *Tuesday, January 14*, 30 minutes.

→ "Advances in Hypertension," *Tuesday, January 21*, 28 minutes.

→ "Controversies in Diagnosis and Management of Prostate Cancer," *Tuesday, January 28*, 58 minutes.



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

Headquarters Intercom

Signs of the Times

FAAer Teaches Hundreds How To Communicate with the Hearing Impaired

Thirteen years ago Dave Hartnett was ahead of his time.

Back then he set personal goals that are on target with today's diverse workplace.

Eager to pass on this knowledge, he began innovative classes in which hundreds have been taught valuable skills over the years.

These classes still spark a lot of interest at FAA Headquarters.

It all started in 1978 when Hartnett, now in the NAS Transition and Implementation Service, ANS-410, worked in Airway Facilities.

His organization had recently hired a data entry clerk, and the young man



Peggy Tyler, Doretha Robinson, Dave Hartnett, Kris daCosta and Kevin Ball say "Hello" in sign language.

was hearing impaired.

Seeking to communicate better with the new employee, Hartnett took a crash course in sign language.

Soon Hartnett saw that he was not alone in wanting to communicate with the hearing impaired, so he quickly organized his first class in signing, this one to teach others in the Airway Facilities organization how to do it.

"I had to learn every word in the book," Hartnett says. After attaining a

basic certificate in signing, he went on to acquire intermediate and advanced certificates.

FAAer Sylvia Woodcock, who is now retired, was a member of one of those early classes and brought them to the attention of the Federal Women's Program Committee at Headquarters. The group agreed to sponsor the course several times each year, and it still does.

Classes range anywhere in size from 10 to 80 participants, depending on interest. Larger classes can always be split if need be.

Normally the signing course runs from six to 10 weeks, with twice-a-week lunchtime classes, says FWPC's current coordinator Doretha Robinson.

See "Flightplan" on page 4 for the next class.

The most recent course, however, covered 23 sessions, lasting from September through November.

turn to Sign Language on page 3

Highlights

Simpler Airspace. The FAA has adopted a rule that consolidates and simplifies the types and classifications of airspace, making them easier for pilots to understand.

The new system conforms with recommendations of the International Civil Aviation Organization.

The final rule establishes six classes of airspace, each designated by a single letter - A, B, C, D, E or G. Each is associated with a different set of pilot qualification and equipment requirements, pilot operating rules and specific air traffic services.

The letter designators will replace current terms such as Positive Control Airspace, Terminal Control Area and

turn to Highlights on page 2

General Aviation Update

1990 Survey: Flying Hours, Number of Planes Dip

A new FAA report shows that 212,229 general aviation aircraft in the United States flew an estimated 35 million hours and 4.2 billion nautical miles in 1990.

The annual report, *General Aviation Activity and Avionics Survey*, reveals a slight decrease in general aviation activity from 1989 to 1990.

Total hours flown dipped by 0.7%, and the number of active aircraft decreased 3.4%.

The general aviation survey category is comprised of private, personal, business and corporate aviation and other commercial activities such as commuter air taxis.

The most common use of general aviation aircraft was personal, recreational and business - an estimated 74% of the fleet, the survey shows. Other uses were all commercial, 10%; instructional, 9%; and corporate, 5%.

turn to Aviation on page 2

Highlights *from page 1*

Airport Radar Service Area.

The changes, to be completed by September 1993, will have very little impact on airline pilots using instrument flight rule procedures.

An education program designed to help non-airline pilots understand and use the new types and classifications of airspace will be provided by the FAA.

Russian Controller. When a Russian air traffic controller was recently visiting relatives in Phoenix, he took a peek at how his American colleagues work.

In early November Andrei Rummyantsev visited the Phoenix tower and TRACON.

It was Rummyantsev's first visit to the United States.

The controller from the St. Petersburg airport tower (until recently the Leningrad tower) swapped pins, flags and emblems with Phoenix controllers and talked about job differences.

Rummyantsev, who speaks fluent English, said being a controller in Russia is considered an elite position.

Although the political makeup of Russia and the other republics is changing fast, the controller shared these facts:

→ Controllers make the equivalent of \$25 a month, about three times the salary of a doctor.

→ That money goes farther than Americans would expect: \$1 a month to rent an apartment, 10 cents a month to use mass transit in St. Petersburg, 10 cents for four pounds of meat and free education for his two daughters.

→ Russian controllers are unionized and work 36-hour weeks with three days on and three days off.

→ They are required to attend refresher training another 30 days a year.

→ Controllers may retire at age 50 with 12-1/2 years of service.

→ St. Petersburg Airport handles about 500 instrument flight rules operations a day. No visual flight rules are allowed.

Aging Aircraft. An international workshop focusing on the structural integrity of aging aircraft will be held in Atlanta from March 31 to April 2.

The workshop is sponsored by the FAA, NASA and the Air Force Office of Scientific Research. It is organized by the Computational Modeling Center at Georgia Tech.

The workshop will feature in-depth technical presentations.

For registration information, contact S. N. Atluri, (404) 894-2758, fax (404) 894-2299.

Women in Aviation. The third annual Women in Aviation conference will be held March 12 to 14 in Las Vegas.

The event is sponsored by Parks College of St. Louis University.

Highlights include talks by NASA astronaut Eileen Marie Collins, World War II Soviet woman pilot Nadya Popova and legendary test pilot Chuck Yeager.

To register or for more information, write: Women in Aviation Conference, Parks College of St. Louis University, Cahokia, IL 62206, or call (618) 337-7500, ext. 203.

Defensive Flying. Air travelers can reduce their chances of encountering problems when flying by following the advice offered in a new DOT fact sheet.

"Tips for Defensive Flying" is the latest addition to the "Plane Talk" series of informational fact sheets from the DOT's Office of Consumer Affairs.

It offers tips on a wide range of issues including how to avoid delays, missed connections, ticketing and baggage problems.

Tax Update. The maximum annual amount of earnings on which Social

Headquarters
Intercom

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Office of Public Affairs
Employee Communications Branch, APA-340
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-8521

Security taxes are paid increases in 1992.

Effective for the December 15-28 pay period (pay period 9201), which is paid on January 7, the base rate for Federal Insurance Contribution Act (FICA) increases to \$55,500.

At the same time, the Medicare base amount increases to \$130,200.

The FICA and Medicare tax rates remain at 6.2% and 1.45%, respectively, for employee and employer contributions in 1992.

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.

Aviation *from page 1*

More than half of the aircraft were based at airports in the Great Lakes, Southern and Western-Pacific Regions.

States represented by the largest number of active aircraft include California with 14%, Texas with 8% and Florida with 6%.

Turboprops, turbojet aircraft and rotorcraft with turbine engines averaged the greatest number of flight hours with 424, 352 and 425 hours, respectively.

One-third of the twin-engine turboprops with 13 or more seats, which were used by commuter air carriers, flew about 1,939 hours a year, and single-engine, piston-powered planes averaged 144 hours.

The survey also showed that aircraft equipped with communications equipment, basic navigation equipment and long-range navigation equipment increased slightly and had little change in other avionics equipment.

Limited copies of the report are available from the Statistical Analysis Branch, AIT-420, or call FTS 724-0394 for details.

Sign Language Classes Help FAAers Communicate

from page 1



The most recent class signs this message: "What's up, FAA sign class? I love you." Pictured in front, from left, are Kevin Ball, Amal Youssef, Linda Saverino, Maria Killian, Pat McNall, Beth Pasquale, Soung Bae and Kris daCosta. At back are Doretha Robinson, Peggy Tyler, Peter Nguyen, Gordon Wigle, Jim Onder, Cynthia Moore and Dave Hartnett. Also in the class were Mario Gonzalez, Mary McGrath, Alberta Santora and Tanya Yiasemides.

Hartnett, who usually teaches two groups a year during both fall and spring, says signing and body language go hand-in-hand.

"The speed of a sign, the movement of hands, all contribute to the 'volume' of the voice," he says.

"Sign language humor is also very subtle, and you have to get close to it to understand its nuances," says Hartnett. "It's great fun."

Teaching from the text *The Joy of Signing*, Hartnett gives out chapter assignments from the book.

At the beginning of each class he quizzes the group, mainly for his benefit to see what areas need the most attention.

Other helpful teaching strategies are playing games that require creativity and thinking.

He also uses a conversational technique, where students each prepare a sentence, sign it for the class, and then receive feedback from the others on the meaning and clarity of their movements.

The most recent course has also benefited from the support of two management interns — Kevin Ball and Kris daCosta — who are themselves hearing impaired. Accounting's Peggy Tyler has also helped in the instruction.

The interns are part of the Office of the Secretary of Transportation's Management Training Program.

They complete three four-month assignments throughout the department in organizations connected with human resources, general administration, finances and budget, and contracts and procurement.

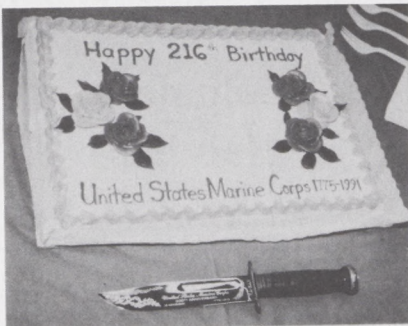
"Signing is a language, and like anything else it has to be learned," Hartnett says.

"With the FAA becoming more diversified, employees will have to find ways to understand others, and the hearing impaired part of society needs to have two-way communication."

"It's work," adds Robinson, "but the experience of learning with different people also makes it fun."

"Don't worry about falling behind in a sign language class," she assures. "You can always come in and build on what you already know."

216th Birthday



Some 20 former, active and retired Marine Corps FAAers helped mark the Corps' 216th anniversary at a recent reception hosted by Orlo K. Steele, Assistant Administrator for Civil Aviation Security. At the get together, retired FAAer Walt Goody was recognized as the oldest Marine in the group. The youngest was Doug Parker who works in the Internal Security Branch. Photo shows Steele congratulating Goody, left. Parker is in the center.

Headquarters employees interested in becoming involved in future Marine Corps events should contact Parker, (202) 724-0779, or Kay Payne, x77447.

Flightplan

Sign language. The next sign language course is scheduled to begin *Monday, February 4*. It runs for six weeks.

Contact Doretha Robinson, AAA-212, x78962, for details. *See story beginning on page 1.*

Asian-Pacific. The Coalition of FAA Asian-Pacific Americans holds its monthly meeting on the *second Tuesday* of the month in conference room 1030, Office of Civil Rights, from 12 noon to 1 p.m.

The next meeting is *Tuesday, January 7*.

For more information, contact Matt Asai, x77542.

Fire safety. On *Thursday, January 16*, the National Air and Space Museum will present a lecture on how the FAA's ongoing research has made aviation safer.

Constantine Sarkos, manager of the agency's Fire Safety Branch, is the guest speaker. His topic is "Fire Safety Research in Airlines."

It begins at 7:30 p.m. in the Langley Theater.

\$\$ deadline. Open season ends on *Friday, January 31*, to join or make changes to the Thrift Savings Plan.

Employees covered under the Civil Service Retirement System (CSRS) and the Federal Employee Retirement System (FERS) may participate.

Extra time? Most federal workers will lose annual leave in excess of 240 hours after *Saturday, January 11*.

Employees may want to consider giving it to FAAers in the leave sharing program.

Call Janice Albritton, x78328, for instructions.

Donate leave. Karen Ross, secretary to the director of the Office of Airport Safety and Standards, is an eligible leave recipient.

Injured in a car accident and now recovering at home, she has exhausted her sick and annual leave.

Those who wish to donate leave to her can contact Bob David, x79610, or Harry Smetana, x78778.

Women's committee. The next regular meeting of the Federal Womens Program Committee is *Wednesday, January*

8, starting at 11 a.m. A teambuilding session is scheduled for *Friday, January 31*, from 10 a.m. to noon.

Both meetings are in the 10th-floor Civil Rights conference room.

Black coalition. The National Black Coalition of Federal Aviation Employees will hold its next monthly meetings on *Tuesday, January 7*, in conference rooms 8ABC, and on *Tuesday, February 4*, in conference rooms 9ABC. The meetings run from noon to 1 p.m.

For more information, contact Marcia Adams, x73488.

FAA managers. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the 10th floor. They are usually held on the *second Wednesday* of each month.

All members are urged to attend and bring a guest.

The next meetings are on the following *Wednesdays: January 8, February 12, March 18, April 8, May 13 and June 10.*

Hispanic meetings. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are scheduled for the *first Tuesday* of each month.

Contact David Benton, x78499, for more information.

French lessons. A French conversation class is being planned for early next year in the FAA Headquarters building.

Classes using Berlitz language program instructions may begin in the first part of January.

Last spring, several language classes

were held at the FAA. Some of those who participated in earlier classes may want to continue instruction.

For more information, contact Edward O'Hara, DOT Public Affairs, x65571.

Healthbeat

Health videos. The Health Awareness Program is sponsoring a series of videos during the next few months that zero in on specific health topics.

They will be shown at 1 p.m. on *Tuesdays* in conference room 5C.

Here is January's video line-up.

"Lifestyle Modification and Stress Management," *Tuesday, January 7*, 30 minutes.

"Premenstrual Syndrome, A Clinical Approach," *Tuesday, January 14*, 30 minutes.

"Advances in Hypertension," *Tuesday, January 21*, 28 minutes.

"Controversies in Diagnosis and Management of Prostate Cancer," *Tuesday, January 28*, 58 minutes.

Glaucoma screening. Testing for glaucoma will be held from 9 to 11 a.m. in the clinic, room 327, on the following *Mondays: January 6, 13 and 27.* Sign up in the clinic.

Blood screening. Blood screening will be held in the clinic, room 327, on *Wednesday, January 15*, from 8:30 to 11:30 a.m. by appointment.

Cost varies depending on the blood profiles performed.

Begin signing up on *Thursday, January 2*, in the clinic.

Helping Hands

To inspire more teamwork at the Washington enroute center in Leesburg, several FAAers balanced on a beam 40 feet in the air and scaled a towering wall. Here National Air Traffic Controllers Association representative Terry Haggerty, top right, and Paul Williams, NATCA president at the Leesburg facility, help area manager Sue Walden scale the wall. Read and see more about this team decision making exercise in the December FAA World.

