



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

Headquarters Intercom

Reaching for Careers

Women Face Challenges, Control Their Destinies

Only two decades ago, Joan Bauerlein was shut out from several jobs for one reason - she was a woman.

While some things have changed dramatically since then, women still face the "iron tenacity of traditions," she says.



Joan Bauerlein shows off a pair of ruby red slippers like the ones Dorothy in the Wizard of Oz wore. Like Dorothy, Bauerlein believes, women can control their own destinies.

Bauerlein, Director of the Office of International Aviation, gave her views on women and work during the recent "Salute to Managers" luncheon sponsored by the FAA's Federal Women's Program Committee.

She recalled her early job hunting days. Back in 1969 when she was scouting for non-secretarial work on Capitol Hill, she was told, "We don't hire women here."

The Veterans Administration in Cleveland gave this reason for turning her down: "We can't hire you because your husband might get drafted and you'll have to move."

In 1974 when Bauerlein was seven months pregnant she was told by the Office of Management and Budget that

she was the best qualified candidate for a job, but they still couldn't hire her.

"In many respects things have changed - certainly not in every situation and for all people - but there are some things that are harder to change," Bauerlein told the audience of 100.

They include personal characteristics and the "system," sometimes called the "iron tenacity of traditions."

Personal traits. Bauerlein reads a lot about self-esteem and self-confidence because they are critical to human development. Some psychologists believe that self-esteem is influenced by gender.

She's also interested in self-esteem

turn to Bauerlein on page 4

Highlights

Preventing Harassment. At FAA, all supervisors are legally required to play an active role in the prevention and elimination of sexual harassment in the workplace.

Turn to page 3 for the second of a three-part *Intercom* series on preventing sexual harassment.

Sworn In. DOT Secretary Andrew Card has sworn in Arthur Rothkopf as the Department's deputy secretary and Walter McCormick as the new general counsel.

Rothkopf served as the Department's general counsel since October 1991. Prior to that he was a senior partner in

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Friendlier Skies

U.S., Russia Agree to Boost International Aviation

The United States and Russia have agreed to cooperate on air navigation, airspace and air traffic control to increase the safety and efficiency of international aviation.

At a June 17 ceremony at the State Department, the two nations signed a memorandum of understanding.

The Russian government will open, as soon as possible, new international air traffic routes connecting North America with Asian Pacific countries by the most efficient routes through Russian airspace in eastern Siberia.

The benefits are two sided.

✈ All international air carriers will save money by using new, shorter routes across the Pacific and Siberia to Japan and the People's Republic of China.

✈ By allocating this airspace to its civilian air traffic control authorities, Russia will gain considerable hard currency from overflight fees.

The FAA will provide advice and assistance to the Russian commission for Airspace Use and Air Traffic Control to help codify aviation regulations and air traffic control procedures.

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Highlights *from page 1*

the Washington, DC, law firm of Hogan and Hartson. He served on the management committee there for 12 years and headed up the firm's international practice group.

Rothkopf also worked as an associate tax legislative counsel at the U.S. Treasury Department and a supervisory attorney at the Securities and Exchange Commission.

He holds a B.A. from Lafayette College and a law degree from Harvard Law School.

McCormick served as Republican chief counsel and staff director of the United States Senate Committee on Commerce, Science and Transportation from 1985 until accepting the DOT position. Prior to that he was in private law practice in Washington, DC, specializing in transportation, telecommunications and administrative law.

McCormick is a graduate of the University of Missouri School of Journalism and the University of Missouri School of Law.

Jail Terms. Recent investigations by DOT's Office of the Inspector General into fraud and abuse resulted in 58 indictments and 52 convictions.

Total penalties added up to 31 years in jail, 115 years of probation, six suspensions and debarments, 83 administrative actions and \$2.1 million in fines, court-ordered restitutions, administrative recoveries and cost avoidances.

The Inspector General's latest report to Congress, which covers October 1991 to March 1992, focuses on a wide range of investigations into alleged fraud and abuse by DOT workers, contractors, local, state and federal government officials, private individuals and the transportation industry.

The report says there are about 500 pending cases under investigation DOT-wide. The most, 314, involve the FAA.

The largest number of FAA cases, 173, represent suspect unapproved aviation parts. Twenty-nine of the FAA cases involve falsified airman medical certificates and 55 involve FAA employees.

Slower Service. The Center for Management Development's "Lending Library" advises employees that recent budget cuts are requiring some changes.

Changes include shortened videotape loan times, less backordering of tapes and slower telephone order service.

The Center makes the following suggestions to offset these changes.

➔ Order FAA-produced videotapes as they are not subject to copyright restrictions. These tapes are asterisked (*) MV numbers in the *Lending Library Listing* catalog.

➔ Those accessing FAA Mail, should use the CMD.LIB mailbox to request books, FAA-produced videotapes, or materials for which employees are willing to accept substitutes.

➔ When ordering videotapes for a workshop or conference, use the CMD.LIB mailbox or send a written request including videotape titles, specific dates and subject of training session. Lending Library FAAers will work with employees to supply the materials needed or arrange for suitable replacements.

➔ Order materials in numbers small enough to be used in the time allotted.

➔ Avoid ordering backordered material. Check the CMD Bulletin Board (CMD.BB) on FAA Mail for updated listings of these items.

➔ Return overdue materials immediately.

Secure Airport. Ezeiza International Airport in Buenos Aires, Argentina, now meets essential security requirements that were determined to be inadequate by DOT on March 13.

DOT Secretary Andrew Card said the FAA recently assessed the airport's security procedures and found that Ezeiza now meets international security standards. An FAA team visited the airport in May.

U.S. and foreign carriers operating between the U.S. and Ezeiza are no longer required to inform passengers of possible security problems. Warning signs posted at U.S. airports about the South American airport have been removed.

Artificial Intelligence. The FAA and NASA recently sponsored an advanced workshop exploring the role of artificial intelligence and human factors on the modernization of the National Airspace System.

The event, hosted by Embry-Riddle Aeronautical University in Daytona Beach, FL, outlined the use of advanced computer technology in air traffic control and aviation maintenance systems.

It also addressed the impact of new and future computer technologies on human factors in air traffic control and aviation maintenance.

Executive Director for System Development John Burt, who was keynote speaker at the event, emphasized that while machines will play an increasing role in future aviation systems, the aviation industry needs to strive to maintain a proper balance between people and machines.

"We must develop the areas where human intelligence and aptitude are paramount and protect them from the techies' tendency to automate those functions better suited to people power rather than computers," said Burt.

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.

Headquarters Intercom

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Sexual Harassment

A Supervisor's Guide to Prevention

In FAA, supervisors are legally required to play an active role in the prevention of sexual harassment. They need to know the law and understand their liability.

The following guidelines are offered for supervisors' use in the prevention and elimination of offensive behavior in the workplace.

→ Take advantage of training opportunities designed to strengthen a supervisor's interpersonal relationship skills for dealing with a mixed-gender work force.

→ Make objective evaluations about the quality of a person's job performance based on valid measurement and sound judgement.

→ Demonstrate effective listening skills. Let employees know that you are interested in and expect to be informed about sexual harassment complaints.

→ Distribute copies of the agency's written policies on harassment.

→ Take sexual harassment complaints at face value. Listen to the employee, get the facts and ask what course of action the victim would prefer.

→ Contact the accused. A complaint requires a full investigation of the facts.

→ Speak to the offender privately and outline the discomfort and loss of productivity that offensive behavior causes. If appropriate, arrange a meeting between the harasser and the victim to discuss and possibly resolve the complaint.

→ Enforce the rules. Even if harassment is observed outside your area of responsibility, address it. Tolerating or ignoring improper behavior with an "it's none of my business" attitude jeopardizes the operation of the agency and allows the behavior to continue.

→ Inform employees that offensive, harmful behavior will not be tolerated. If necessary, monitor your own behavior and language to set an example.

→ Intervene in situations where people appear to be offended, hurt or embarrassed by others' behavior. Let harassers know that their actions could result in disciplinary action.

→ Discipline offenders. Take immediate corrective action when sexually harassing behavior is brought to your attention.

→ Provide counseling to sexual harassment victims.

→ Demonstrate sensitivity. Recognize that sexual harassment is very difficult to discuss in most cases.

→ Exercise control with regard to social interactions so they do not interfere with workplace productivity. Be aware of behaviors, such as remarks or jokes, which may embarrass or make

others feel uncomfortable.

In the next installment, learn what employees can do to foster a harassment-free environment at FAA.

Thanks to Lu Carradine, Central Region Civil Rights Manager, for this report.

FAA's Global Reach

"You just feel like you're part of something that's really important, that you're changing the world in a way that I never felt so directly before. It's a nice feeling."

That's how Emily Trapnell feels about her job and sums up what other FAAers think about their overseas jobs.

Trapnell is the agency's representative in London. Along with Don Schmidt, FAA's Singapore representative, she talks about FAA's global reach in the July issue of *FAA World*. The issue highlights FAA's major role in international aviation.

Friendlier Skies *from page 1*

The FAA and the Russian Commission will also set up a joint group of specialists that will work to expand the use of airspace and develop air traffic control in the North Pacific region.

Both will promote the opening of new international airports in Russia and help expand the number of emergency airports.

A joint Russian-American on-site assessment begins on July 13 in the Russian Far East, one of the many steps required to open new air routes.

The goal is to open two new routes to Tokyo by November 1.

Herb Bachner, who manages the International Assistance Division, will lead a team of Headquarters and Alas-

kan Region FAAers and representatives from the U.S. Air Transport Association and the Westinghouse-led Global Air Transport Systems and Services Consortium. The consortium is proposing a plan to modernize the entire Russian air traffic management system.



DOT Secretary Andrew Card and Russian Foreign Minister Andrei Kozyrev shake hands after signing aviation agreement at June 17 State Department ceremony.

Bauerlein *from page 1*

because she has two children - one of whom is a girl - and said she hopes they both will have happy and fulfilling lives.

After a recent bout with her own self-esteem and lack of confidence, Bauerlein said she noticed these things about herself:

➔ Feeling vulnerable to criticism in a more directly personal way than most of her male counterparts.

➔ Seeing career risks as a little more dangerous and failure as a mistake.

***'While some things
have changed
dramatically, women still
face the iron tenacity
of traditions.'***

Joan Bauerlein
Director of the Office of International Aviation

➔ Finding it difficult to be aggressive and initiate things in her own self interest. "I was recently reminded of this by another woman who said, 'Joan, you're just trying to be too nice.'"

The dilemma for her and possibly for other FAA women, she said, is how hard it is to make personal changes.

"To do this we must remain open to feedback, accommodate it, and still maintain our self-confidence. In other words - not seeing criticism as a personal failure," she said.

Competing with Men. Succeeding in a management career requires competing primarily with men - in a system men understand and are more comfortable in.

"This doesn't mean you have to change who you are," Bauerlein advises, "but you may have to learn to manage your personality."

She related a story of a conversation she recently had with a good friend.

The friend had been away. When she returned, Bauerlein visited her in

her office and assumed her friend had a wonderful experience.

But Bauerlein was wrong. Her friend explained that something happened that took her back 20 years to the anger she felt as a young woman facing comments like "we don't hire women here."

Here's what she told Bauerlein. "You know, I was astounded that I still felt that way. I've managed my feelings so well and I can't afford to lose all that I worked for to this point by allowing these feelings to influence my behavior."

Costs and Rewards. Bauerlein listed what she believes are the costs and rewards of a management career.

The negatives, she said, include long work hours, less time for family and friends, disappointment and erosion of self-esteem or self-confidence.

Other costs may be the loss of "who you are" and loss of personal attributes and contributions as opposed to attempting to "mold yourself into what you see around you."

Bauerlein's own job rewards, she points out, are:

➔ Being intellectually stimulated and challenged, primarily by working with others and providing leadership.

➔ Providing support to others and seeing their careers flourish.

➔ Providing a unique insight she has to problems based on her values and experiences.

➔ Being surrounded by people she admires.

"Ultimately, each individual has to decide if the costs and rewards are in balance," she said.

Amelia and Dorothy. Bauerlein used two people, one real and one fictitious, to illustrate her points.

From the Midwest herself, Bauerlein talked about two famous aviators, also from her native turf - Amelia Earhart and Dorothy from *The Wizard of Oz*.

Both had dreams and an adventurous nature. Earhart has been an inspiration for many women aviators and was quoted as saying, "When a great adventure's offered, you don't refuse it."

And Dorothy's experiences with the scarecrow, tin man and lion reinforces the message, Bauerlein said, that "in

many cases we already possess what we seek most fervently."

After reflecting on the stories of the two Kansas flyers, Bauerlein said she learned that:

➔ It is unlikely that your career will be a fantasy "although dreaming doesn't hurt."

➔ You can manage some of the risks so you don't crash land on a remote island.

➔ The hardest thing to change is probably yourself, but you must build on what you have and make the best of yourself.

"In the end, Amelia took the ultimate risk to pursue her dream of flying around the world," Bauerlein said.

"Dorothy learned that being careful and meek isn't enough. She learned that the wizard may be a very good man, but a very bad wizard, and that she must take control over her own destiny."

Moving Up

New Program Targets Mid-Level Managers

A new developmental program targeting mid-level managers has been announced by the Office of Human Resource Development.

Called the Mid-Level Manager Development Program, it is designed to sharpen the necessary managerial skills required for upper-management positions.

The program goal is to enrich the selection pool for these high-level jobs by developing applicants throughout FAA's diverse workforce.

The program announcement is open through the month of July.

The pilot program is open to Headquarters and regional Aircraft Certification and Flight Standards managers and supervisors. In Headquarters, the Office of Rulemaking and the Regulation and Certification Executive Staff are eligible.

Fourteen GM-14/15 applicants will be chosen.

For more information, call Lynda Lane, AHD-220, x73600.



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A Quality Team

Weather and Flight Service Wins National Award

Weather and Flight Service Systems has won the 1991 FAA Quality Management Award for demonstrating excellence in customer satisfaction.

The group is the first Headquarters organization to receive the third annual award.

Acting FAA Deputy Administrator Joe Del Balzo, who presented the award to service director Alvin Thomas at a recent ceremony, said the group "exemplified the essence of Total Quality Management (TQM)."

Del Balzo commended the organization for "implementing Total Quality Management principles to improve customer satisfaction by involving all managers and employees."

To date, 98% of the service's employees have received TQM awareness training, with more than 63% being directly involved in quality initiatives over the last year.

Two of the organization's programs, Del Balzo pointed out, "clearly illustrate to TQM on page 2

Highlights

It's Official. Thomas C. Richards, a veteran pilot and retired Air Force four-star general, was sworn in as the new FAA Administrator on June 27 during a private ceremony in Texas.

"I am confident that he will bring to the FAA the same distinction, competence and leadership that marked his military career," said DOT Secretary Andrew Card.

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Soggy Sendoff

Sprays of water and tears from airline employees gave a final salute to the first commercially-built 747 just before it flew the colors of Pan Am for the last time. The plane, called "Clipper Juan Trippe," entered Pan Am service on October 3, 1970. Its farewell flight on May 12 took it from Kennedy Airport to California's Norton Air Force Base. Find out more on page 4.

'Too Many Left Behind'

Nation Must Refocus Its Energies, Reweave Its Social Fabric, FAA Official Urges

A top FAA official says the country faces one of its toughest tests in the aftermath of the Rodney King verdict and riots.

"Our nation - always a land of opportunity and challenge - must now refocus its energies on reweaving a social fabric frayed by injustices, social isolation and pervasive economic deprivation," urges Theron Gray.

Gray, Assistant Administrator for Information Technology, was a keynote speaker at the South Florida Equal Employment Opportunity Council conference last month.

Gray told the group, meeting in Miami, that the tragic events in Los Angeles and other cities are "espe-

cially troublesome" because they "have caused us to question whether any real progress has been made.

"While some have benefited, many have been left behind, perhaps, for yet another generation."

Gray said that solutions don't have to come only from large bureaucratic institutions.

No silver bullets. "Small scale approaches centered around community-based initiatives, individual commitment and educational achievement have always made a difference," he said.

But, he cautioned, there are no "silver bullets, no sure things, no short term fixes. If we are to be part of the

turn to Gray on page 3

Highlights *from page 1*

Combatting Jet Lag. A new computer software program - called TimeZone - may be able to help world travelers combat the effects of jet lag.

It runs on IBM compatible personal computers and is designed to help travelers reset their body clocks to their destination time zones.

Based on information from a Harvard Medical School study, TimeZone reduces jet lag and travel fatigue by recommending when travelers should plan to sleep, eat, and seek exposure to sunlight, room light and darkness.

To use the program, travelers enter destinations and travel dates for each leg of a trip. The software calculates time zone changes, takes daylight savings time into account and prepares a customized report.

Travelers can use the program on laptop computers or they can print out a one-page summary on a personal computer.

Summer Interns. DOT's Office of Small and Disadvantaged Business Utilization has selected 38 students as summer interns.

The nine-week internship at the DOT's Washington headquarters provides junior and senior undergraduates and graduate students, who have a 3.0 grade point average or higher, with work experience and employment opportunities.

The program is administered by the Hispanic Association of Colleges and Universities and the National Transportation Consortium of Minority Colleges and Universities.

Tickets to Ride. Central Region FAAers living in the Kansas City area can now get a commuter fare benefit similar to the one offered at FAA Headquarters.

Employees using the Kansas City Area Transportation Authority local and express buses as their primary means of transportation to and from work, are eligible for the \$21 a month fare benefit. This results in a tax-free savings of \$252 a year.

International Opportunity Knocks 'Open Season' for Applications August 1-September 30

Have you dreamed of living and working abroad?

The FAA offers employees opportunities for foreign assignments, and the time to get an application in is almost here.

This year the recruitment and selection process has been revamped. Many vacancies abroad will be advertised during a two-month "open season," August 1 through September 30.

Following the open season, specific selections will be made for known vacancies. In addition candidates will be selected for a talent pool to fill unplanned vacancies that occur during the year. All candidates selected for assignment or for the pool will undergo medical and security screening and will receive language, cross-cultural, and technical orientation training.

By spring, those selected for assignments will be cleared and trained. Most will transfer to their overseas positions

during the summer months. Candidates from the pool will fill overseas temporary duty assignments until a specific assignment is available.

Currently, there are over 190 full-time FAA positions abroad including those as FAA representatives, engineers, program managers, aviation safety inspectors, and civil aviation security liaison officers and specialists.

Changes in the recruitment and selection process make it easier for FAA employees to learn about and apply for overseas positions. Most permanent changes of station will take place during the summer months when it is easier for many families to make a move.

FAAers stationed overseas can receive benefits including housing subsidies, education privileges for their children, and cost-of-living allowances.

Contact local personnel offices to find out more about these international jobs.

TQM *from page 1*

trate how the customer has benefited."

The first was a quality action team established to tackle the problems of the Automated Weather Observing Systems.

The team's efforts resulted in a 41% increase in the mean time between failures in all outage categories, a 30% reduction in operator errors on the Service A weather network, and improved user communications through direct telephone contacts and newsletters.

A second quality action team was formed to examine the Direct User Access Terminal Service - commonly known as DUATS.

As a result, the system is now available to users 24 hours a day and flight service station workloads have been

cut by 12%. In addition, DUATS briefing costs have been cut considerably.

Thomas accepted a plaque on behalf of the organization and Del Balzo presented all employees with certificates.

Weather and Flight Service Systems was selected from 10 nominees nationwide.

Thanks to Tina Carlin, Public Affairs student intern, for this report.



Weather and Flight Service Systems Director Alvin Thomas, right, accepts 1991 FAA Quality Management Award from acting FAA Deputy Administrator Joe Del Balzo.

Gray *from page 1*

solution, then it will have to be for the long haul with the frank recognition that real barriers to upward mobility exist in our society and in our workplace."

Gray added that the "baggage" humans carry throughout their lives "limits the helping hand we are willing to extend to those in need and, regrettably, in the experiences we are willing to share.

"We need to get beyond the stereotype and really get to know one another as a grouping and as individuals."

He called for a "new, open and frank dialogue" to honestly confront the ethnic, racial and sexual barriers and "baggage."

He asked the audience to try this word association game. "Think to yourself of what comes to mind. Don't filter it, just let it flow."

Then Gray called out these phrases: *welfare queen, affirmative action, successful executive, natural athlete, just like a woman, well they had to promote one, she asked for it, only if I can find a qualified one, they just don't want to work, reverse discrimination and she's too pushy.*

Mistaken assumptions. It's also hard to shake personal experiences that reflect assumptions about people as individuals.

Here are some examples Gray gave:

→ Being mistaken for a defendant when you're the defense attorney.

→ Being followed by a department store detective when you are no longer accompanied by a white friend.

→ Being stopped by the police on general suspicion in a low income neighborhood.

→ Being refused service or just being ignored until you go away.

→ Being assumed to be a secretary when the person is a woman attorney.

→ Having a view ignored until it's echoed by a white male.

→ Assuming discriminatory intent instead of a justified consequence of one's own behavior.

"The emotions invoked by these experiences are bottled-up within us

and are seldom, if ever, shared across our racial, ethnic or sexual compartment. There's just silence," Gray said.

He also focused on the FAA workplace saying it isn't enough to continue to seek out, and affirmatively recruit minorities and women.

"We also need to find new ways to communicate with one another as we welcome these new arrivals to what, I hope, will be a different kind of work environment where isolation and alienation are the rare exception and the person-to-person sharing of experiences deeply felt is real and immediate."

'We need to get beyond the stereotype and really get to know one another.'

Theron Gray
Assistant Administrator for
Information Technology

31 million in poverty. He emphasized these frightening statistics.

→ Some 13% of the population live below the poverty line - 31 million people.

→ For households headed by women the percentage below the poverty line is a staggering 31% and rises to 42% for those households with related children under 18 years of age.

→ A quarter of individuals 25 years of age or older have not finished high school.

→ Although unemployment for the overall population is about 7% percent for males ages 16 to 19 that are neither in school nor high school graduates, 60% are either unemployed or simply not counted in the labor force.

Foreign-born residents. The country's makeup is changing fast, too, he said, pointing to these facts.

→ America has more foreign-born residents than at any time in its history. As late as the 1950s, two-thirds of the

nation's immigrants were from Europe or Canada.

Today they represent only 15% of those coming to America. Latin America, the Caribbean and Asia now lead the way.

→ African-Americans are the nation's largest minority group.

If current immigration rates continue for another two decades, persons of Hispanic origin will be the country's largest minority group, totaling some 39 million persons.

"Beyond how the racial and ethnic pie is sliced," Gray told the group, "there is a story of shifting socio-economics that foretell of an America increasingly stratified by income and education.

"While no one can discount the influence of racial, ethnic and sexual prejudice, the underlying socio-economics of education and income tend to persist from generation to generation."

Healthbeat

Health Fair. The FAA Headquarters lobby will feature a health fair on *Wednesday, July 15* from 11 a.m. to 2:30 p.m.

A wide variety of health information and screening will be available. The event is sponsored by the Health Awareness Program.

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First and Last

Saying Farewell to Pan Am's Historic 747

When PA747, the first commercially-built Boeing 747, left Hangar 19 at Kennedy Airport on May 12 for its last flight under the Pan Am logo, columns of water from a fire truck salute may not have been the only moisture in the air.

Tears could be seen in the eyes of many former Pan Am employees and others who watched the impromptu ceremony.

"Clipper Juan Trippe," now owned by General Electric Capital Corporation, was being flown to Norton Air Force Base in San Bernardino, CA, for refurbishing and possible sale as an air cargo carrier.

The aircraft had been polished to a high gloss by a skeleton crew of Pan Am maintenance employees who are getting engines, spare parts and other equipment in shape to be auctioned.

While the aircraft was being fueled, employees and members of FAA's Pan Am Certificate Maintenance Unit went aboard for the last time. Many wrote their names on the fuselage.

The plane took off and returned for an FAA-authorized fly-by at 250 feet over a runway as cameras clicked and camcorders whirred.

The historic craft streaked by wheels up, banked to the west and was soon a vanishing white dot in the sky.

Watching from the observation deck of the control tower were FAAers and representatives of the Port Authority and Air Transport Association.

The agency's certificate maintenance team has remained on the scene since the demise of Pan Am last December to assure the airworthiness of PA747 and other equipment yet to be sold.

"Overseeing the last remains of this once great airline has been a sad time for us," said FAAer George Chopay, the airline's principal maintenance inspector.

Mike Mulzoff, Pan Am's manager of engineering and quality control for the past 28 years, said, "There is a lot of sentiment about this plane."

In 1970, shortly after it began ser-

vice, the jumbo jet survived an accident on takeoff from San Francisco that would have destroyed any aircraft except a 747, Mulzoff remembered.

The aircraft hit pilings in the water which tore away its underbelly. It was able to stay airborne long enough to turn around and land with no fatalities.

It was repaired by Boeing and put back into service in less than a year.

It is the jet pictured in publicity photos that adorned the offices of Pan Am managers and union officials for two decades.

Here are other statistics from PA747 which entered Pan Am service on October 3, 1970.

Flightplan

Moving Up. A new developmental program targeting mid-level managers has been announced by the Office of Human Resource Development.

Called the Mid-Level Manager Development Program, it is designed to sharpen the necessary managerial skills required for upper-management positions. The program goal is to enrich the selection pool for these high-level jobs by developing applicants throughout FAA's diverse workforce.

The program announcement closes the end of this month.

The pilot program is open to Headquarters and regional Aircraft Certification and Flight Standards managers and supervisors. In Headquarters, the Office of Rulemaking and the Regulation and Certification Executive Staff are eligible.

Fourteen GM-14/15 applicants will be chosen.

For more information, call Lynda Lane, AHD-220, x73600.

Hispanic Conference. The National Hispanic Coalition of Federal Aviation Employees will hold its national training conference *August 11 through 13* in Chicago.

This year's theme is "500 Years of

→ It has 75,946 flight hours and 16,929 flights.

→ It has flown approximately 46,167,600 air miles and carried 3,386,000 passengers. That's the equivalent of circling the globe 1,846 times and 185 trips to the moon.

→ It has burned 275,620,572 gallons of fuel, undergone 2,709 tire changes and 417 brake changes.

Originally christened "Clipper America," PA747 was renamed after its founder Juan Trippe when he died in 1981.

For the May 12 departure, maintenance people painted tears dripping from the name plate.

Thanks to Duncan Pardue, Eastern Region Intercom, for this report. Find out more about the rise and fall of Pan Am in the May 1992 issue of FAA World.

Cultural Contributions."

The event will be held at Embassy Suites, 600 North State Street, downtown Chicago.

To register or for more information on room and airline rates, contact Myrna Rivera, (312) 694-7893, or Aida Ramos, (312) 694-7874, both from the Great Lakes Region.

Thrift Savings Plan. FAAers have until *Friday, 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.

FAAers in Headquarters with questions can contact Ida Mack, x73881, Barbara Claytor, x73873, or Charlene Warren, x73872.

Three Weeks, Please. *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.

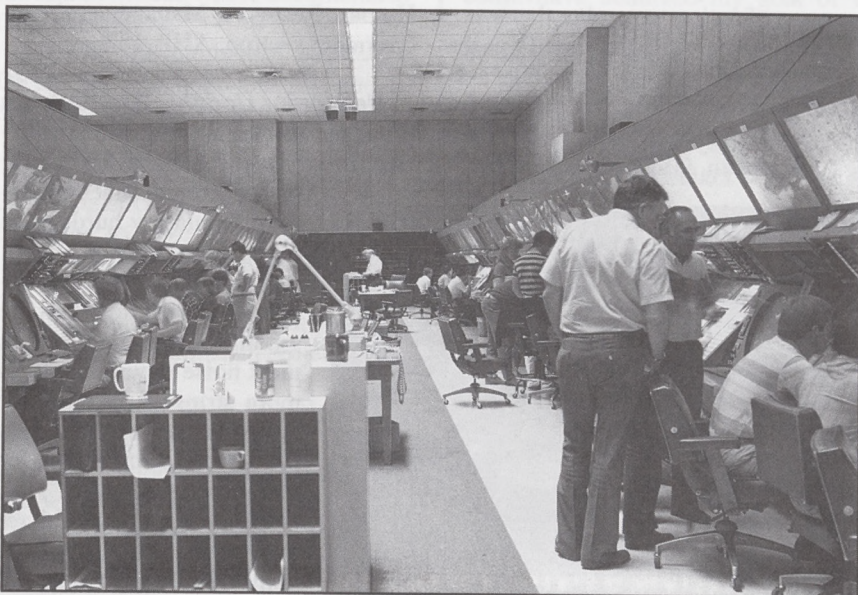
If we receive it by *11 a.m. Wednesday*, it will appear in the next issue.

Bring *Flightplan* announcements to room 909-B or call x77311.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Air traffic controllers across the country can help alleviate communications overload by using a new technique called "chunking," currently being developed for testing at Salt Lake City.

Talking in 'Chunks'

Here's One Way to Cut Communications Overload

Try talking in "chunks."

That's one way to ease the communications overload air traffic controllers and pilots face every day.

After two "readback" errors resulted in operational errors within weeks of each other in Salt Lake City terminal airspace, the FAA staff started looking for answers.

A study, headed by Dr. Gary McCandless of the University of Utah and Brians Pitts from the Salt Lake City terminal, found that most pilots suffered from communications overload - too many instructions in one radio transmission.

Here's an example of an actual overloaded transmission.

Each unit of control information is numbered:

- 1 Cleared to enter the Salt Lake TCA
- 2 via direct the south tip of Antelope Island
- 3 direct the KSL antenna,
- 4 then direct to the tower.
- 5 Maintain six thousand.
- 6 Traffic, two o'clock, one mile,
- 7 a Cessna, maneuvering in the west practice area
- 8 at five thousand five hundred.
- 9 Report the traffic in sight.

Experts say chances are slim that the pilot heard, understood and could recall all of the information.

Information overload is a major reason why about 30% of all air traffic transmissions are repeat messages.

The study said that controllers can help ease overload by using a technique called "chunking."
turn to Communications on page 3

Reaching Back

Successful Hispanics Help Others Move Up

A local professional group, co-founded by a Headquarters FAAer, is trying to put the brakes on the Hispanic high school dropout calamity.

As a first step, 23 Hispanic students from Arlington have started a special six-week program to help them finish high school and prepare for college.

"If we don't take an active role in turning the tide of Hispanic dropouts and increase the pool of Hispanics entering college, then we can't, nor shouldn't expect to see Hispanics in visible positions of leadership in corporate or public sectors," says Francisco Estrada C.

Estrada, who works on the management staff of the System Engineering
turn to Curbing on page 7

Highlights

Don't Ignore It. Don't ignore sexual harassment. Most of all, never resign a job to avoid it.

When sexually harassed, confront harassers and let them know their behavior is offensive.

Turn to page 6 for more advice on putting a stop to workplace harassment.

Denver Milestone. Denver air route traffic control center recently celebrated 50 years of service to the flying public.

The facility was commissioned at Denver's Stapleton Airport in March 1942. Twenty years later, it moved to its current location in Longmont, CO.

turn to Highlights on page 2

Highlights *from page 1*

The facility handled 1,425,000 aircraft last year and has one of the largest areas of responsibility out of the 20 enroute centers in the United States.

It employs about 530 FAAers, including air traffic controllers, engineers and administrative support employees.

Back on the Job. An airline pilot who was fired for having a sex-change operation has been reinstated after settling a discrimination suit with the carrier.

Jessica Stearns, formerly known as John Stearns, was scheduled to restart work at Continental with flight retraining.

Stearns, 51, flew as a first officer on 727 and 737 aircraft but was fired in 1990 when he informed the airline that he planned to undergo surgery for a sex change.

The suit said Continental fired Stearns on the basis that she would be a psychological risk to the airline.

Stearns served in the Air Force as a pilot and was decorated during the Vietnam war.

Specific terms of the settlement were not disclosed.

Perfect Landing. Controllers at the Ann Arbor tower in Michigan proved they can handle more than airplanes.

Earlier this year, they guided the stork to a perfect landing.

Find out in the July issue of *FAA World* how tower FAAers helped controller Sue Ellen Ashwood become a mother for the second time.

More Air Cargo. Worldwide air cargo traffic is expected to more than double by the year 2005 - from 74 billion revenue ton kilometers in 1991 to 179 billion in the next 13 years.

This average growth rate of 6.5% a year will be lower than the 8% a year average in the past 21 years. The predictions come from the Boeing Company.

Two-thirds of the world's air cargo is carried by non-U.S. airlines and their share is expected to grow from 67% in 1991 to 69% by the year 2005.

Spectrum Management. A recent FAA spectrum management officers conference held in Washington zeroed in on current radio frequency spectrum management problems and planned courses of action to resolve them.

Among the topics discussed was the spectrum engineering community's efforts to protect radio frequencies for the former Soviet Union's satellite navigation system, GLONASS.



FAA's spectrum management officers conference tackled global satellite navigation issues during its four-day meeting in Washington, DC.

The degree of protection will determine whether or not this system, in concert with the U.S. Global Positioning System, GPS, will satisfy "sole means" navigation performance requirements. That would allow users to depend fully on satellite navigation system capabilities.

Systems Maintenance Service's Spectrum Engineering Division, ASM-500, has a central part in the fielding of new agency systems and plays a key role in ensuring that future FAA systems will be able to be accommodated in the radio frequency spectrum.

Speakers at the four-day conference emphasized the vital role spectrum management will continue to play in supporting aviation systems well into the 21st century.

The confab was attended by spectrum management officers from the agency's regional offices and the Atlantic City Technical Center.

Room for Rent? Co-op students from across the country who work at the FAA often confront sticker shock when they try to find accommodations for their stint in the nation's capital.

To ease the financial crunch, FAAers who own rental property or have an extra room or know of reasonably-priced accommodations are asked to contact Fred Williams, x77963, of Human Resource Management's recruitment section, AHR-152.

Helicopter Update. The FAA has proposed an alternative noise certification procedure for light helicopter manufacturers that will reduce regulatory burdens on the industry.

The proposed new procedure, which would determine whether light helicopters meet noise requirements, is more stringent in terms of noise limits - two decibels less, but less expensive for manufacturers.

The proposal would reduce from three to one the number of microphones used in noise certification and reduce from three to one the number of flight tests required.

The proposal would apply to helicopters with a certificated takeoff weight of less than 6,000 pounds.

It is estimated that the changes would cut noise certification costs by 90%, or about \$22.4 million, over 15 years.

The proposal was published in the June 24 *Federal Register*.

Lots of Calls. The Anti-Drug Information Center is a hit.

The 24-hour service, which gives federal drug and alcohol testing regulatory information, is seeing a broad range and increasing number of users since the system went on line in March.

"Calls are increasing monthly by 10 to 15%," says Bea Vandervalk who heads the ADIC project for DOT's Transportation Safety Institute in Oklahoma City.

Some 2,000 inquiries were logged with the service in May along with 60

voice-mail callers' questions and comments.

Available now are 1,130 pages of drug-related information,

Alcohol-related information, available later in the year, will add another 1,000 retrievable pages.

Callers who access the center can get voice summaries, obtain copies by fax and download whole documents to their computers.

Here are the numbers: 1-800-CAL-DRUG for telephone and fax, and 1-800-225-3804 for computer access.

Expanding LIS. A new subsystem of the Logistics Inventory System (LIS) promises to save thousands of user hours by replacing the manual processing of Project Material Shipping/Receiving Form 4500-1, currently used to ship nationally furnished project material.

Called the Project Material Shipping and Receiving System, it will appear as an option on the LIS main menu and will be operational on August 3. Like many of the LIS subsystems, access will be controlled by assigned security levels.

With the new subsystem, most of the manual paper mailing and processing will be accomplished through automated system routing and controls. Regional and field offices will now receive prior notification of project material shipments. The field receipt process has also been fully automated.

A "train the trainer" session was recently held in Oklahoma City for regional employees working with project material. Additionally, LIS staffers from Oklahoma City spent two weeks at FAA Headquarters training employees from program, transportation and accounting offices, as well as quality reliability officers.

Those trained are required to train appropriate employees in Headquarters, regional and field offices by the end of July.

The LIS staff will be available at Headquarters the week of August 3 to trouble shoot any problems that may arise. During that time, they can be reached on (202) 267-8568.

Becoming 'Mrs. Indiana'

Eileen Taylor, administrative officer at the Indiana Airway Facilities sector, was recently crowned Mrs. Indiana.

"The crown is beautiful," said Taylor, "but it's the symbolism I cherish."

Taylor, a two-year FAAer, said, "I never could have achieved my goal of being an Indiana state representative if I did not have the support of my family and coworkers."

The pageant honors American married women while promoting health, physical fitness, intelligence and beauty. It also endorses the winning contestant's favorite project throughout her reign.

Taylor has chosen to promote the need for quality education for underprivileged children. She plans to use her newly-attained title to reach youngsters through personal appearances.

"There are too many obstacles in schools today preventing youths from attaining a proper education," she stressed.

A long-time children's counselor, Taylor places emphasis on building self-esteem and combatting peer pressure.

Taylor plans to compete in the Mrs. America pageant this fall.



Eileen Taylor as she accepts the "Mrs. Indiana" crown.

Cutting Communication Overload

from page 1

nique called "chunking," along with giving the pilot information about what to expect in subsequent transmissions.

Here's the same transmission using a "chunked" series of instructions along with "expect" data:

1 Cleared to enter the Salt Lake TCA

2 via the south tip of Antelope Island;

3 Maintain six thousand.

(Pause for acknowledgment)

1 Traffic, two o'clock, one mile,

2 a Cessna maneuvering in the west practice area

3 at five thousand five hundred.

4 Report the traffic in sight.

(Pause for acknowledgment)

1 Expect direct KSL antenna, direct to the tower in two miles.

Although issuing "chunked" information would seem to take longer, time is actually saved because instructions don't have to be repeated.

A communications course using

"chunking" is being developed for testing at Salt Lake City.

Find out more about "chunking" in the July issue of *FAA World*.

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Fighting Breast Cancer

DOT Secretary Andrew Card, third from right, participates in the National Race for the Cure, along with Public Affairs staffers, left to right, Diane Spitaliere, Terry Kraus, Dianne Speed, Jerry Lavey, and Civil Rights' George Thomas.

The annual event raised \$24,000 to increase awareness of the high incidence of breast cancer and to support research and educational programs to fight the disease. It was attended by 2,600 DOT employees, 400 of them FAAers.

Office of Intermodalism Established Card Appoints Organization's First Director

DOT Secretary Andrew Card announced that he will appoint Dr. Robert Martinez as the director of the Department's new office of intermodalism.

Martinez has been serving as deputy administrator of the Maritime Administration.

As the organization's first director, Martinez will be responsible for coordinating federal intermodal transportation policy and initiating policies to promote efficient intermodal transportation.

The Office of Intermodalism is being established as a result of the Intermodal Surface Transportation Efficiency Act of 1991, which calls for the development of a national intermodal transportation system within the DOT.

The newly-established office will help develop transportation data that will assist in planning for the future. It will also be used in the development of marketing strategies.

The office will conduct and share research and development in new systems and administer seed grants to states to develop "model" intermodal plans and projects. It will seek out and break down unnecessary regulatory barriers that stand in the way of an intermodal system.

Prior to joining the Maritime Administration, Martinez served as assistant director of the Business Roundtable, an association of 200 chief executive officers of major companies that follows public policy issues, including trade and investment, the federal budget, taxes and health care.

Martinez was an associate consultant with Multinational Strategies, Inc., of New York. He served with the Office of International Organizations and Technical Assistance of the U.S. Department of Labor.

He is a graduate of Columbia University and holds a degree in international relations and a doctorate in political science from Yale University.

Training Tunisians Academy Hosts Hundreds of International Students

Twelve Tunisian air traffic controllers recently "enrolled" in the FAA Academy's advanced air traffic control training course.

To boost aviation safety, FAA provides foreign civil aviation authorities with agency training on a reimbursable basis.

Each year FAA trains more than 350 international students.

Tunisia's airport authority requested the training after buying ASR-9 airport surveillance radar from Westinghouse.

The equipment represents the latest technology in airport surveillance and FAA devoted substantial resources to the development of a comprehensive training program to support its operation.

The variety and scope of all international training increases substantially when the foreign authorities utilize the same equipment used in FAA systems.

The FAA Academy, in coordination with the Air Traffic Service, scheduled an additional training class to accommodate the Tunisian controllers.

The eight-week course runs through July 24.

The students are learning air traffic rules, radar fundamentals, primary and secondary radar, vectoring, automated equipment and approach, departure and enroute procedures. In addition to classroom training, they participate in laboratory exercises in radar and non-radar environments.

The FAA Academy has five courses designed for international students. They are:

- ➔ Airport Management
- ➔ Instructor Training
- ➔ Instrument Enroute Approach Procedures Development Indoctrination
- ➔ Advanced Air Traffic Control
- ➔ Air Traffic Facility Administration and Management

FAA also facilitates training programs with outside institutions for international participants.

New Leaders

Cripe, Cottrell Head Up Headquarters Employee Participation Group

The Headquarters Employee Participation Group (HEPG) recently elected new officers. They are:

Bob Cripe, chair

Clint Cottrell, co-chair

Cripe, who was the group's co-chair last year, replaces David Cook. Cripe works in the Office of Government and Industry Affairs, AGI.

Cottrell, who has been involved with the Air Traffic employee participation group, works in the Office of Air Traffic Program Management, ATZ-210.

"Clint's very active role in the Air Traffic group and his outstanding leadership abilities will add strength to our new team," Cripe said.

This year's primary goal, Cripe said, will focus on rejuvenating the employee participation process throughout Headquarters.

Major reorganizations over the past few years have created new opportunities for additional workgroups at Headquarters which should result in increased employee involvement in the decision making process, Cripe believes.

"We're really going to be pushing hard to regenerate interest and involvement in the participatory process at Headquarters. We strongly encourage employees to get involved. The EPG process has been around for years. It's proven to be effective, but it takes more than talk - it takes employee involvement," Cripe emphasized.

Other goals include:

→ Working closer with the internal EPG groups of the many Headquarters organizations.

→ Working closely with management to ensure support for employees to become involved with EPGs.

The HEPG points to these major accomplishments last year:

→ Implementing alternative work schedules at Headquarters.

→ Starting a Headquarters employee scholarship fund. To date, 200 applications have been distributed. A selection panel will review them and plans

to announce awards in early August.

This year a total of \$2,000 will be awarded for the fall college semester. The HEPG is working on ways to generate additional scholarship funds in the future.

→ Working with Airway Facilities, Service America Corporation and General Services Administration to improve the Headquarters cafeteria based

on the results of a recent cafeteria survey.

Many of these efforts involved the cooperation of Human Resources and Airway Facilities' building management team and Cripe said the HEPG plans to continue the mutually beneficial partnership.

For more information about the group, contact Cripe, x78211, or Cottrell, x77751.

Putting the Accent on Quality



Ted Criswell and Lessie Dorse greet visitors at FAA's display during the Fifth Annual National Conference on Federal Quality.

Some 25 FAAers attended the recent Fifth Annual National Conference on Federal Quality in Washington, DC.

The three-day event provided a chance to network with people in many fields in government, business and academia.

Session topics covered a wide range of subjects including the basics of Total Quality Management (TQM) and self-managed teams.

Many of the speakers emphasized the importance of top level management involvement to help TQM succeed.

Many government agencies, including FAA, displayed exhibits reflecting their quality experiences.

The FAA display, which was included as part of an overall DOT exhibit, featured the joint efforts of the Airway Facilities-PASS Employee Involvement process, the Air Traffic-NATCA Quality Through Partnership process and TQM approaches used to improve quality in the agency.

Also highlighted was this year's FAA Quality Management Award winner, Weather and Flight Service Systems, ANW.

The forum is sponsored by the President's Council on Management Improvement and the Federal Quality Institute. The theme of this year's conference was "From Here to Quality - A National Priority for the Decade."

Don't Call Me 'Babe'

A Guide to Employee Responsibility In Preventing Sexual Harassment

All FAAers - whether they are supervisors or not - are responsible for making sure that their behavior is not harassing to others.

The following suggestions will help make the FAA harassment-free.

Understand. Know and understand FAA policy, the complaint process, and Equal Employment Opportunity Commission guidelines on sexual harassment.

Observe. Be conscious of what goes on around you. Pay attention to the way people interact, particularly those considered to be more vulnerable. Employees need to be aware of the more subtle forms of sexual harassment and how they negatively affect others.

Think. Pay attention to others' reactions. Never assume coworkers - or anyone else - enjoy hearing comments about their appearance and sexually-oriented jokes or remarks. The same goes for touching, staring or propositioning. Consider the impact this behavior may have on a person's work attitude, job performance and self-esteem.

Talk to family members and close friends about experiences they might have had with sexual harassment. As people describe the vulnerability, powerlessness and anger they experienced as victims, relate those feelings to your personal experiences.

Look at yourself. Examine your own interactions and consider how they may be unknowingly encouraging sexual harassment. Don't encourage harassers by laughing at their jokes or "flirting back." This type of response can lead the harasser to believe this type of attention is welcome.

Confront. Don't ignore the problem and, most of all, never resign a position to avoid it. When sexually harassed, confront harassers and let them know you find their behavior offensive.

Describe how harassment negatively affects work performance. Say things like, "Please don't touch me, I don't like it. It makes me uncomfortable, causing me to make mistakes." When

dealing with verbal harassment you could say, "I don't think your jokes are funny, so please don't tell them when I am present." Other responses could include, "I'd like it better if you would comment on the quality of my work, rather than the way I look," or "My name is ___, not Babe."

Follow through. If the offensive behavior continues, objections should be put in writing and a copy handed to the harasser in front of a witness. If it still persists, employees need to let their manager know, talk to an EEO counselor or call the Civil Rights Office. Document all harassment incidents by recording the date, time, place, people involved and comments made.

Support. When appropriate, support harassment victims by testifying on their behalf when a complaint is lodged.

Upon witnessing harassing behavior, confront harassers and let them know their behavior has not gone unnoticed. Try saying things such as:

→ "Do you have any idea how much your jokes upset ___?"

→ "He/she has a really hard time concentrating on work because of the inappropriate remarks you make."

→ "What gives you the right to touch him/her like that?"

→ "That kind of familiarity is really out of line in an office environment."

→ "You seem to really enjoy propositioning all the new men/women in our office. If you said those things to me, I would go straight to the boss."

→ "Do you have any idea how it feels to hear that sort of thing?"

Offensive behavior will not stop unless you are willing to confront it and demand that action be taken.

Many managers and supervisors are willing to deal with the problem but are simply not aware of its existence.

While there are no set rules for office behavior, it is always better to err on the side of caution when dealing with people's feelings.

If you have doubts about the appropriateness of a comment, joke or behavior, ask first. If anyone objects, refrain. If you fear someone has misunderstood your behavior, discuss it. If your comments or actions were viewed as offensive, apologize and provide assurance that the behavior will discontinue.

Openness about acceptable office dialogue and actions will make inappropriate behavior easier to spot and point out to an offender.

Thanks to Lu Carradine, Central Region Civil Rights Manager, for this report.



Starting to 'SOAR'

FAAers selected for the System Advancement and Recognition Program met for the first time in FAA Headquarters marking the beginning their year-long career-building experience. They are, left to right, Chuck Friesenhahn, Sue Spurgeon, Gayle Thornton, Larry Randall, Pat Mabis, Diane Essig, Raj Saroop, Loretta Parker, Sharon Darnell, Laurel Tootell, Faye Jordan, Barbara Cassada, Fran Melone, Fran Mackuse and Carolyn Strano. Professors from Rutgers University joined the group at Headquarters to start them on their Management Certificate Program.

Curbing Hispanic Dropout Rates

from page 1

and Development organization, ASD-10, is also executive vice president of the D.C. Metro Chapter of the National Society of Hispanic MBAs.

The chapter is working with American University to provide summer classes for 16 girls and seven boys.

Modeled after a highly successful Hispanic MBA society program in Chicago, the four-year summer sessions are considered "college prep" for students starting high school.

Summer classes emphasize math, science, engineering, business and language arts to prepare students for their regular school year.

Participants are also introduced to Hispanic role models who share their career and life experiences.

The 23 Hispanic students were selected from four Arlington middle schools and are enrolled in the school system's English as a second language and high intensity language training program.

They were interviewed along with their parents and picked for their commitment to reaching the program's goals.

"We all realize the importance of a good education and the benefits that society and these kids will reap," Estrada said. "We need to open those doors to them."

The Hispanic community has the highest high school dropout rate among its youth and lowest college participation rate.

On average, five out of 10 Hispanic children entering the 9th grade do not complete high school.

Other Hispanic organizations, including the Society of Hispanic Professional Engineers, have expressed interest in adopting the summer program.

Information on the Washington program and the three summer enrichment programs launched this year in Chicago are being prepared and will be made available to other interested organizations, according to Estrada.

FYI...

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, the *Intercom* is distributed 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, AIT-410, x78735, or the distribution representative for your office or service to update your organization's distribution.

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 im-

mediately 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.

Travel Advisories. Planning a trip 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.

Group Meetings

Asian Pacific Coalition. Monthly meetings of the Coalition of FAA Asian Pacific Americans are held the *second Tuesday* of each month from 12 noon to 1 p.m. in Civil Rights conference room 1030.

Contact Matt Asai, x77542.

Black Coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meetings on the *first Tuesday* of each month from 12 noon to 1 p.m.

Contact Marcia Adams, x73488.

FWPC. Regular meetings of the Federal Women's Program Committee take place on the *first Wednesday* of each month starting at 11 a.m. in the 10th-floor Civil Rights conference room.

Contact Marcia Adams, x73488.

Hispanic Coalition. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are normally scheduled for the *first Tuesday* of each month at 12 noon in conference room 5C.

Contact Susanna Leon-Guerrero, x73975, or Pat Myers, x77882.

Managers Association. 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 *second Thursday* of each month.

Contact Joe White, x79246.

TQM Meetings. The FAA Headquarters Quality Network holds its monthly meetings from 2 to 3:30 p.m. in conference room 8ABC the *first Tuesday* of every month.

Contact Ted Criswell, x77925, or Steve Unthank, x79066.

Volunteer Committee. The FAA Volunteer Committee holds its monthly meetings the *second Tuesday* of each month from 10 to 11 a.m. in FAA conference room 5C.

Contact Margaret Powell, x67037.

Flightplan

Overseas Jobs. An annual "open season" for FAA foreign positions kicks off soon. Many agency vacancies abroad will be advertised during the two-month period, *August 1 through September 30.*

Following the open season, specific selections will be made for known vacancies. In addition, candidates will be selected for a talent pool to fill unplanned vacancies that occur during the year.

All candidates selected for assignment or for the pool will undergo medical and security screening and will receive language, cross-cultural, and technical orientation training.

By spring, those selected with specific assignments will be cleared and trained. Most will transfer to their overseas positions during the summer months. Candidates from the pool will fill overseas temporary duty assignments until a specific assignment is available.

Currently, there are over 190 full-time FAA positions abroad including those as FAA representatives, engi-

neers, program managers, aviation safety inspectors, and civil aviation security liaison officers and specialists. Contact your local personnel office to find out more about the international experience.

Sold Out. A retirement dinner-dance for Spann Watson at the Bolling Air Force Base Officers' Club on *Saturday, August 8* is sold out.

Some 550 FAAers and others are expected to attend the event to honor the Tuskegee airman on the 50th anniversary of his federal service.

Star Trek Encore. The National Air and Space Museum has extended its exhibition based on the 1960s television series, "Star Trek."

The exhibit, which examines the historical, political, social and cultural issues and themes that were incorporated into weekly episodes, will now run through *January 31.*

Officials say the display has been one of the most popular in the museum's history.

Hispanic Conference. The National Hispanic Coalition of Federal Aviation Employees will hold its national training conference *August 11 through 13* in Chicago.

This year's theme is "500 Years of Cultural Contributions."

The event will be held at Embassy Suites, 600 North State Street, downtown Chicago.

To register or for more information on room and airline rates, contact Myrna Rivera, (312) 694-7893, or Aida Ramos, (312) 694-7874, both from the Great Lakes Region.

TV-TEN. It's easy to get an announcement on DOT's new TV-TEN.

Just fill out a special broadcast request form, get it signed by a supervisor and submit it to Patty Fogarty, the new service's editor.

The forms are available in the DOT and FAA Offices of Public Affairs.

For more information, contact Fogarty at the DOT Office of Media Relations and Special Projects, A-20,

x65564, fax x63703.

FAAers can watch the Transportation Employee Network on several monitors in the FAA Headquarters, Nassif and Coast Guard buildings.

Thrift Savings Plan. FAAers have until *Friday, 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.

FAAers in Headquarters with questions can contact Ida Mack, x73881, Barbara Claytor, x73873, or Charlene Warren, x73872.

FAA T-Shirts. FAA t-shirts are available in the Nassif building's employee store, room 2100.

The shirts are white and display the multi-colored FAA logo.

Costs are \$11.25 for DOT Employee Recreation Association members and \$12 for non-members.

Membership cards can be purchased in the employee store for a \$2 membership fee.

AXO's Spirit. A national competition to design a logo for System Operations (AXO) ends on *Monday, August 10.*

FAAers can submit entries in text form or in the form of drawings and sketches that reflect AXO concepts.

Here are some key words or thoughts that represent AXO: spirit, links, vision for tomorrow, meeting challenges, cross-organizational connection and horizontal integration.

Selected by an AXO committee, the winning designer will receive a U.S. savings bond. The chosen logo will be formalized by an artist.

Submissions should be sent to Madeline Taylor, AXO-2, x73499.

Three Weeks, Please. *Intercom* gladly runs items in *Flightplan*.

To make sure the information gets to FAAers in a timely manner, submit all announcements *at least three weeks in advance* of the event.

If we receive it *by 11 a.m. Wednesday*, it will appear in the next issue.

Bring *Flightplan* announcements to room 909-B or call x77311.



Karen Chaisson, secretary to the FAA representative for Singapore, and friend Darren Rojas see the sights in Bangkok while on vacation.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

The Last of the Mohicans

FAAer Goes Back to His 'Roots'

Gary Keechi, a Native American who works as an electronics mechanic at the FAA Logistics Center, recently gained a new respect for his forefathers when he acted as an extra in *The Last of the Mohicans*, a 20th Century Fox release scheduled for the fall.

Keechi, a 27-year-old Delaware Indian, was one of several Aeronautical Center FAAers who participated in the filming last summer.

He plays a Sac and Fox Osage warrior in a massacre scene filmed in a narrow North Carolina valley. More than 160 people of Indian descent act in the scene.

Once on location, Keechi discovered that the movie business is not all glamour. His days were long and his work hard. Extras had to get up at 3 a.m. to be sure they arrived on the set on time. They had to wait in line for makeup, wardrobe

and hair - or lack of it, since most extras' heads were shaved to conform with the hair styles of 18th century

warriors. They did not arrive back at their hotel rooms until 10 p.m.

Once the cameras were rolling, Keechi figures he was shot and killed about six times, and killed others at least seven times during his two weeks on location.

But there is another dimension to being part of the movie based on James Fenimore Cooper's famous 1826 novel. The film brought together more than a thousand Native Americans with many tribal affiliations.

"In addition to meeting movie industry professionals, I met other Native Americans, many of them from Oklahoma," said Keechi.

"Working on *The Last of the Mohicans* gave me a sense of pride in my heritage and a new respect for my forefathers."

Find out more about Keechi's and his coworkers' movie experience in an upcoming issue of FAA World.



FAAer Gary Keechi poses as a Mohican warrior on the film site of upcoming movie *The Last of the Mohicans*.

Highlights

Educating Managers. Four recent training sessions aimed at educating Headquarters managers on sexual harassment prevention have been booked solid.

More than 160 managers attended the four-hour seminars where they learned how to identify sexual harassment and the laws, policies and regulations governing this offensive behavior.

Sessions will be held next year for all employees.

Changing Posts. Chris George, currently executive assistant to the deputy administrator, has been named assistant superintendent of the FAA Academy in Oklahoma City. She reports to her new post in September.

In announcing the appointment, FAA Academy Superintendent Dick Rodine noted that George will bring "important leadership skills to the position and a broad corporate knowledge of the agency and its technical training needs."

Prior to her executive assistant assignment, George was manager of Human Resource Management's senior executive resource staff.

New NTSB Chair. Carl Vogt is the new chairman and a member of the National Transportation Safety Board.

He was sworn in on July 10 by former DOT Secretary and now White House chief of staff Sam Skinner.

Vogt, a native of Houston, was managing partner of the Washington office of Fulbright & Jaworski, a Texas-based law firm. He also was a member of the

turn to Highlights on page 2

Highlights *from page 1*

board of Amtrak.

No stranger to aviation, Vogt was a jet fighter pilot in the Marine Corps, served a tour of duty aboard the aircraft carrier USS Lexington and was on the FAA's Aviation System Capacity Advisory Committee.

He holds a commercial pilot's license.

Vogt replaces former chairman James Kolstad who is now a consultant with the Air Transport Association Foundation.

Commuter Costs. Government employees' public transportation benefit could be raised from \$22 to \$60 under a bill passed by the Senate Finance Committee on June 16.

If the bill is approved by the Senate, a provision also would cap the tax-free amount employees can spend on parking for employees. Currently, the entire amount an employer spends on parking is tax free. Under the provision, the amount would be capped at \$145 a month per employee.

Heavy Traffic. Air traffic controllers at Western-Pacific's Van Nuys tower were recently recognized for the long, hard hours they put in during the Los Angeles riots.

With the onset of riots following the Rodney King verdict, tower employees handled 2,153 aircraft operations while supporting police, fire, and news helicopters. Additionally, the California Air National Guard staged their tactical units from Van Nuys.

The facility averaged more than 125 operations each hour, exceeding its normal daily average by 700.

Each controller received a letter of appreciation from Van Nuys tower manager John Clancy.

World's First. United Airlines is now using digital electronic communication - known as DataLink - via satellite for voiceless air traffic control.

On March 26, United was the first airline to receive FAA approval to begin routine use of satellite communications for flight supervision of its Boeing 747-400 over the Pacific Ocean.

The validation flight, conducted in U.S.-controlled airspace, sent all position reports via DataLink using Aircraft Communications, Addressing and Reporting Systems and satellite communications. Each report was electronically acknowledged by the Aeronautical Radio, Inc. radio operators using the same system. The conventional high-frequency voice radio was used for back-up and altitude change requests only.

United will next seek approval for using the new system to process requests for air traffic control clearances for altitude and airspeed changes, and course deviations to maneuver around severe weather.

Faster Transit Money. DOT Secretary Andrew Card announced a new policy to speed the flow of federal transit aid.

DOT's Federal Transit Administration (FTA) will provide more than \$3 billion this year in grant assistance for urban mass transportation.

Previously, funds for capital projects could only be spent in conjunction with the parallel expenditure of required non-federal matching funds.

Under the new policy, cities, as well as rural communities, with the approval of FTA, will be able to spend the entire federal portion of their capital grants before they are required to spend their own money.

Local matching funds will be required to pay for the last 20% of any project, making it possible to accelerate urban infrastructure investment.

For example, whether a city needs new buses, or plans to construct a light

rail system, it can begin the project immediately using only federal money and not have to wait until it has its local share.

International Celebration. The FAA Technical Center in New Jersey is holding its Ninth Annual International Celebration on August 27.

The event aims to promote cultural diversity and tighten communication links among center employees.

A special committee is collecting cloth pieces - sized at least 5" x 7" - representing the various cultures making up the FAA work force. The pieces will be sewn together and displayed during the annual celebration.

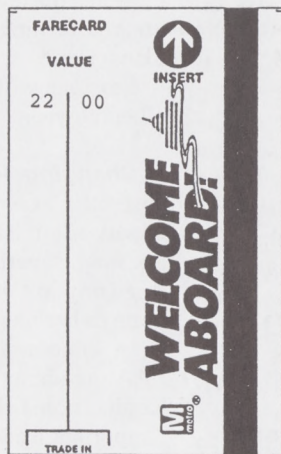
Anyone interested in contributing to the cultural tapestry should submit their contributions to ACT-9 by Monday, August 10.

For additional information, call Michelle Tennant, (609) 484-4979 or Francine Harrell, (609) 484-6504.

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.



Headquarters Intercom

July 28, 1992
No. 92-29

Diane Spitaliere
Editor

Michael A. Malden
Art Director

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Assessing Foreign Assignments

Be Prepared for Cultural Adjustment Before Going Overseas

FAA continues to search for qualified individuals to fill critical agency positions in Europe, Asia, Latin America, Africa, and the Middle East.

Foreign jobs include FAA representatives, engineers, program managers, aviation safety inspectors, and civil aviation security liaison officers and inspectors.

Overseas assignments offer FAAers excellent opportunities to broaden their professional knowledge of the agency and can be career boosters. Accompanying family members can also find the experience rewarding.

Foreign assignments, however, are not for everyone.

A recent survey of 80 multinational companies indicated that between five and 20% of international assignments fail, requiring an early return trip home.

The most common reason cited is the inability of the employee's spouse or children to adjust to a different physical or cultural environment.

FAAers considering working overseas should ask themselves the following questions.

➔ Do you have an adventurous spirit and enjoy learning how to function in a new environment?

➔ Would a foreign assignment disrupt your family? Consider your spouse's career, children's education, and relationships with extended family members.

➔ Would you feel comfortable spending a lot of time with people of a different nationality, race, culture and religion?

➔ Do you have a genuine interest in learning about other cultures by doing such activities as reading, watching films, trying foreign cuisines and learn-

ing a second language?

➔ Can you accept a slow response time for repair services?

➔ Are you willing to stay in touch with your parent FAA organization in the U.S. to keep informed about changes in policy and operations?

➔ Are you willing to establish contacts and make personal inquiries to help find a satisfactory FAA position upon your return to the U.S.?

Self-screening can help avoid serious family problems and help employers and employees assess "cultural adaptability."

Currently, FAA is accepting applications for foreign positions during "open season," which runs through September 30.

Specific selections will be made for known vacancies and additional candidates will be selected for a talent pool to fill unplanned vacancies that occur during the year.

To make foreign assignments more rewarding and successful for employees, FAA is taking steps to meet the technical and cultural needs of employees stationed overseas.

Language, cross-cultural and technical orientation is available to all candidates selected during "open season."

To learn more about overseas assignments, employees should contact their servicing personnel office.



Travel Advisories

Planning a trip to a foreign country? Call the State Department Citizen Emergency Center hotline at (202) 647-5225 in Washington, DC, for travel advisories on possible threats in various countries.

Building Update

Snappier Snack Bar. The snack bar on the fifth floor of the Headquarters building will be sporting a new, spiffier look by the end of July.

The General Services Administration has contracted to replace existing furniture and vending machines. The area will get a new coat of paint.

Future plans call for new floor covering and the painting of the outside snack stand.

Students Unite

Regular Meetings Now

Planned for Co-op Participants

Co-op students at FAA Headquarters have established regular meetings to exchange information and address the pertinent issues of their program.

The following issues were discussed at the initial meeting.

➔ Increasing awareness, interest and participation of Headquarters managers and employees in the co-op program.

➔ Conversion of co-op students to career status.

➔ Improving co-op benefits.

The Headquarters co-op program involves a mix of education and practical experience for both undergraduate and graduate students.

Students enrolled in various academic disciplines in universities across the country have the opportunity to accumulate work experience in their field of study prior to graduation. Employers, in turn, can "preview" potential employees.

The next scheduled meeting for co-op program participants is Wednesday, July 29, at 1:30 p.m. in the Nassif building, room 6438. All other interested FAAers are invited to attend.

For more information about this and future meetings, call Kathy Simays, AIR-520, x73522 or Chris Curran, ASE-3, 646-5811.

For information on the co-op program, call Fred Williams, AHR-152, x77963.

Flightplan

Women's Equality. The Federal Women's Program Committee is sponsoring a "Women's Equality Day" seminar on *Tuesday, August 4*, from 10 a.m. to 12 noon in FAA Headquarters conference room 8ABC.

Arlene Feldman, New England Regional Administrator, will be the guest speaker.

For more information, call Sheri Edgett Baron, ATM-612, x79276.

Extra Room? Co-op students from across the country who work at the FAA often confront sticker shock when they try to find accommodations for their stint in the nation's capital.

To ease the financial crunch, FAAers who own rental property or have an extra room or know of reasonably-priced accommodations are asked to contact Fred Williams, x77963, of Human Resource Management's recruitment section, AHR-152.

Chicago Conference. The National Hispanic Coalition of Federal Aviation Employees will hold its national training conference *August 11 through 13* in Chicago.

This year's theme is "500 Years of Cultural Contributions."

The event will be held at Embassy Suites, 600 North State Street, downtown Chicago.

To register or for more information on room and airline rates, contact Myrna Rivera, (312) 694-7893, or Aida Ramos, (312) 694-7874, both from the Great Lakes Region.

TV-TEN. It's easy to get an announcement on DOT's new TV-TEN.

Just fill out a special broadcast request form, get it signed by a supervisor and submit it to Patty Fogarty, the new service's editor.

The forms are available in the DOT and FAA Offices of Public Affairs.

For more information, contact Fogarty at the DOT Office of Media Relations and Special Projects, A-20, x65564, fax x63703.

FAAers can watch the Transportation

Employee Network on several monitors in the FAA Headquarters, Nassif and Coast Guard buildings.

FAA T-Shirts. FAA t-shirts are available in the Nassif building's employee store, room 2100.

The shirts are white and display the multi-colored FAA logo.

Costs are \$11.25 for DOT Employee Recreation Association members and \$12 for non-members.

Membership cards can be purchased in the employee store for a \$2 membership fee.

Thrift Savings Plan. FAAers have until *Friday, 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.

FAAers in Headquarters with questions can contact Ida Mack, x73881, Barbara Claytor, x73873, or Charlene Warren, x73872.

Three Weeks, Please. *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 will appear in the next issue.

Bring *Flightplan* announcements to room 909-B or call x77311.

Group Meetings

Asian Pacific Coalition. Monthly meetings of the Coalition of FAA Asian Pacific Americans are held the *second Tuesday* of each month from 12 noon to 1 p.m. in Civil Rights conference room 1030.

Contact Matt Asai, x77542.

Black Coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meetings on the *first Tuesday* of each month from 12 noon to 1 p.m. The next meeting is scheduled for *Tuesday, Au-*

gust 4, in the MacCracken Room on the 10th floor.

Contact Marcia Adams, x73488.

FWPC. Regular meetings of the Federal Women's Program Committee take place on the *first Wednesday* of each month starting at 11 a.m. in the 10th-floor Civil Rights conference room.

Contact Marcia Adams, x73488.

Hispanic Coalition. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are normally scheduled for the *first Tuesday* of each month at 12 noon in conference room 5C.

Contact Susanna Leon-Guerrero, x73975, or Pat Myers, x77882, for more information.

Managers Association. 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 normally held on the *second Thursday* of each month. Employees need to note that these meetings were previously scheduled for the *second Wednesday* of each month.

The next meeting is scheduled for *Thursday, August 13*.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and bring a guest.

Contact Joe White, x79246.

TQM Meetings. The FAA Headquarters Quality Network holds its monthly meetings from 2 to 3:30 p.m. in conference room 8ABC the *first Tuesday* of every month. The next meeting is scheduled for *Tuesday, August 4*.

Contact Ted Criswell, x77925, or Steve Unthank x79066.

Volunteer Committee. The FAA Volunteer Committee holds its monthly meetings the *second Tuesday* of each month from 10 to 11 a.m. in FAA conference room 5C.

Contact Margaret Powell, x67037.



Headquarters Intercom

'An Old Pro'

Thomas Richards Sworn in as 12th FAA Administrator

Promising to make no major management changes, Thomas Richards was publicly sworn in as FAA's 12th Administrator during a July 17 Headquarters ceremony.

Richards took the oath of office from DOT Secretary Andrew Card as Richards' wife Meredyth held the bible.

The event was broadcast to FAAers nationwide via satellite.

Card called Richards an "old pro when it comes to budget, planning and policy." He lauded the retired Air Force four-star general's "abundance of knowledge and sensitivity" to aviation security.

In his first speech to FAAers, Richards said he has been asked how he plans to lead the FAA.

"They want to know if I will change the organizational framework, or bring in a new management team," Richards said. "The answer to both questions is no. Absolutely not."

Richards describes himself as decisive and "a firm believer in the power of teamwork." He likes to solve problems through collaboration, cooperation and consensus.

Micromanaging isn't his style, he says.

"The years have taught me that leadership demands decisiveness. I will make those decisions - not precipitously, never unilaterally, but ever mindful of the great responsibility that has been entrusted to me," Richards concluded.

Richards believes it's important to

turn to Newest Leader on page 4



DOT Secretary Andrew Card swears in Thomas Richards as FAA's 12th Administrator. Richards' wife Meredyth holds a bible.

Planning for the Future

FAA Aims to Change the Way it Does Business

In one of his first official acts as FAA's new Administrator, Thomas Richards has asked the aviation community to help develop a new operational planning process aimed at dramatically changing the way the agency does business in the future.

Launched this spring before he came on board, the operational planning project got a quick endorsement and strong support from Richards. He sees integrated operational planning and implementation as "absolutely essential" for the FAA to "play a leading role in defining tomorrow's aviation system and help the U.S. maintain its leadership role in world aviation."

At his public swearing-in ceremony, Richards went on to say that the operational planning project will help the agency "look around the corner and beyond the horizon," even as the agency

deals with today's pressing issues. Otherwise, he said, "day-to-day operational responsibilities...can easily consume all of our energy and focus."

Richards also sees aviation community participation as essential to the planning project's success.

turn to Operational Planning on page 3

Highlights

New NHTSA Chief. Marion Blakey has been appointed acting administrator of the Department's National Highway Traffic Safety Administration (NHTSA), DOT Secretary Andrew Card announced.

Blakey will serve as the nation's leading highway safety official, respon-

turn to Highlights on page 2

Highlights *from page 1*

sible for NHTSA's primary mission of reducing deaths, injuries and economic losses from motor vehicle crashes.

For the last two years, she served as assistant secretary for public affairs and was responsible for media relations and public information activities throughout the DOT. She also managed the Department's industry and public liaison office.

Prior to working at DOT, Blakey was director of public affairs and press secretary at the U.S. Department of Commerce. She held positions at the White House from 1987 to 1989.

Blakey holds a B.A. in international studies from Mary Washington College of the University of Virginia.

Don't Jump. Don't jump to conclusions. That's some of the advice FAA Headquarters managers received at a recent seminar on preventing sexual harassment.

Here's a checklist of things *not* to do.

→ *Don't* brush aside a complaint by treating it lightly.

→ *Don't* listen to a complaint and react by sexually harassing the complainant.

→ *Don't* express disbelief about the seriousness or extent of the complaint.

→ *Don't* jump to the conclusion that the accused co-worker is not the type of person to commit such an act or decide to rush out and "get" the alleged perpetrator.

Be Sensitive. When confronted with a sexual harassment complaint, supervisors and managers should handle every complaint with objectivity, sensitivity, fairness and seriousness.

Other "do's" from a recent sexual harassment prevention seminar include:

→ Develop a working knowledge of federal policies regarding sexual harassment.

→ Know the avenues of relief available to employees.

→ Work to create an atmosphere and environment that is free of any

form of sexual harassment in your area of responsibility.

→ Serve as a role model for the employees you supervise.

→ Treat all employees under your supervision in a fair and equal manner.

→ Work closely with the Civil Rights office to ensure that complaints received are treated with confidentiality and are reviewed and investigated thoroughly.

Not a New Issue. Although the Clarence Thomas and Anita Hill hearings before the Senate and the Navy's "Tailhook" scandal focused new awareness about sexual harassment, it's not a new issue.

Back in 1979 and 1980, Congress held hearings after the U.S. House Post Office and Civil Service Committee received numerous telephone calls and letters from federal employees alleging sexual harassment at work.

In 1980 the Merit Protection System Board surveyed 23,000 federal workers. An astounding 85% of men and women returned the questionnaire. Over 40% of the women and 15% of the men responding reported having personally experienced sexual harassment during the 24 months prior to the survey.

A follow-up survey in 1987 showed similar results. As a result, the Equal Employment Opportunity Commission required each agency to write its own policy on sexual harassment.

Extended Date. The closing date for the Mid-Level Managers Development Program announcement has been extended until *Friday, August 21*, reports the Office of Human Resource Development.

The new developmental program, designed to sharpen managerial skills required for upper-management positions, is open to Headquarters and regional Aircraft Certification and Flight Standards managers and supervisors.

In Headquarters, the Office of Rulemaking and the Regulation and Certification Executive Staff are eligible.

The program goal is to enrich the

selection pool for high-level jobs by developing applicants throughout FAA's diverse work force.

Fourteen GM-14/15 applicants will be chosen.

For more information, call Lynda Lane, AHD-200, x73600.

New Publications. The Office of Public Affairs has announced the availability of two new publications - the *FAA Film Catalog* and the *Post-Secondary Aviation & Space Education Guide*.

The *FAA Film Catalog* lists film and video titles. It is divided into three sections: General Interest, Secondary Schools and Colleges, and Technical and Professional.

The *Post-Secondary Aviation & Space Education Guide* is a reference tool designed for students, teachers, parents, counselors, youth leaders and other individuals interested in aviation education programs at the post-secondary level.

The 87-page guide lists aviation education programs by institution and state. It was developed in cooperation with NASA and the FAA Aviation Education Resource Center at Middle Tennessee State University.

For more information or to obtain copies of the publications, call the aviation education program office, (202) 267-3471.

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AXO Awards First Air Medal

Executive Director for System Operations Joe Del Balzo, left, recently presented Mike Ball with the organization's first Air Medal for his part in the establishment of the newly-formed Operational Planning Management Team. A recent Air Force retiree, Ball joined FAA this year when he was accepted into the Senior Executive Service Candidate Development Program. He currently serves as acting Satellite, Communications, Navigation and Surveillance System manager in System Engineering and Development.

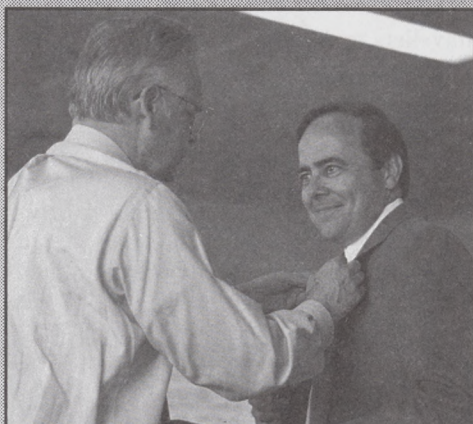


Photo by Ben Koelvar

The System Operations Air Medal is presented to individuals who contribute substantially to a global aviation system that exceeds user demand for system safety, capacity and productivity.

Operational Planning *continued from page 1*

"Hands-on involvement of our customers is critical to the development of any operational plan that has a realistic chance of making it past the nearest bookshelf," wrote Richards in a recent letter to scores of industry leaders, including heads of alphabet groups and major airlines.

Headed by a team of top agency executives, the planning project has the ambitious goal of designing a planning process that integrates all the agency's operational plans into a single corporate operational planning strategy that drives the agency's budgets and implementation of programs.

Ambitious but also "absolutely necessary," says Richards, for the FAA in current lean fiscal environments where it has to compete with other agencies for scarce budget resources.

"We know we must work smarter, use our resources more effectively, and take greater advantage of existing and emerging technologies," he says.

Spearheading the effort is the Op-

erational Planning Management Team headed by Nobby Owens, Deputy Associate Administrator for Air Traffic.

It is made up of 10 other agency executives at the deputy associate administrator and regional administrator level.

From its quarters on the 9th floor of FAA Headquarters, the team is reaching out to elements of the FAA and the aviation community to get involved in the process.

One of the ways persons inside and outside the FAA can participate, Owens says, is by becoming members of "challenge groups." Their sole purpose is to raise questions that will force a critical examination of FAA's current ways of operating and help open up the process to different approaches and new ways of thinking.

Others will be asked to serve on "issue working groups" to address specific policy or operational issues that cut across operational lines.

More information on the team and its work will be featured in an upcoming issue of *FAA World*.

Healthbeat

Health Tips. In an effort to increase employee health awareness, the staff at the FAA clinic offers FAAers the following tips.

➔ Use daily activities to increase physical fitness. Climb stairs instead of using elevators, walk instead of taking a short drive and increase physical work around the house.

➔ Stop smoking. Cigarette smoking is the largest preventable cause of illness. It is a major cause of heart, cancer and lung disease.



➔ Eat healthy meals. Proper nutrition, exercise and lifestyle modifications are solutions to obesity.

➔ Take time out to have your blood pressure checked at the FAA clinic.

High blood pressure can lead to heart attack, stroke and kidney disease.

➔ Decrease heart disease by weight control, exercise and annual physical examinations.

Take a Walk. The Headquarters walkers continue to meet *Tuesdays and Thursdays* at 2:30 p.m. in the lobby to take a two-mile walk around the FAA Headquarters building.

Video Library. The clinic maintains a medical video library that zeroes in on specific health topics. It is available to all Headquarters FAAers.

Weight Management. A support group for Weight Management Program participants continues to meet *every Wednesday* at 1 p.m.

All employees who have completed the eight-week program are invited to attend.

For further information about these programs, and the room number for the weekly weight management meetings, call the clinic on x73406.

Aviation's Newest Leader *continued from page 1*

talk to people and listen to what they think.

"The past three weeks have shown me that the men and women on the FAA team are not just good players, they're among the very, very best," said Richards, who started his new position in Washington in early July.

The 62 year-old Richards talked about his priorities. Aviation safety heads the list.

"Aviation is one of the safest forms of transportation in the world and last year was the best on record," he noted. "I want to improve that record even further."

Richards said among the first of his objectives is to "monitor and maintain momentum on rulemaking and other initiatives that offer the promise of higher levels of safety, particularly in commuter airlines and air taxi operations."

He pointed out that this is the fastest growing segment of the industry, outpacing both major and national air carriers.

He talked about how FAA's "Back to Basics" program was successful in cutting general aviation accidents because it gives pilots intensive training on the causes and prevention of accidents.

According to Richards, one of the very real rewards of working at the FAA is knowing that agency problems have practical solutions.

"We're not paralyzed by a sense of futility, no matter how complex the problem," he said.

"We know that we can reduce the hazards of runway incursions by equipping our airports with enhanced surface detection systems.

"We know what we must do, in cooperation with the industry, to make sure that the aging transport fleet remains safe.

"We know that pilot error and other failures in human performance can be minimized by a comprehensive program of human factors research and training.

"And we know that we must protect

air travellers against acts of terrorism."

While serving as a member of the President's Commission on Aviation Security and Terrorism, Richards spent a lot of time studying the tragedy of Pan Am 103.

"I have looked carefully at the safeguards the FAA has implemented since that time and I'm encouraged and reassured by the progress I've seen."

***'They want to know
if I will change the
organizational framework,
or bring in a new
management team.
The answer to both
questions is no.
Absolutely not.'***

Thomas Richards
FAA Administrator

Although he said the agency is "making headway" in developing new explosives and weapons detection systems, he added, "we still have a long way to go" and have technological problems to overcome.

According to Richards, FAA, more than most federal agencies, "must be future-directed, acting today to cope with tomorrow."

The new leader stated that "between now and the early years of the next century, FAA will literally reinvent itself through technological innovation...on a scale perhaps unprecedented in our nation's history."

Richards emphasized that a better system of air transportation - a global system endorsed by the international aviation community - is in the works.

"The potential impact of satellites on navigation, on surveillance, on communications, on all facets of air traffic control may be greater than the introduction of computers in the early

1960s," he stated.

Richards admits that he, like many others, is concerned with the "slow pace of some of the system modernization projects," but vowed to get involved in the effort to avoid further delays.

In addition to his commitment to bring young people in high schools, technical schools and colleges into the aviation industry, Richards believes FAA has an obligation to provide employees with equal opportunity, fair play and a safe working environment.

"The agency has an obligation to provide the best tools and training to help employees do their jobs," he said.

He hastened to add that employees have an obligation to each other, too.

"We all need to value the differences among us, to understand, accept, and appreciate our diversity, to treat one another with dignity and respect.

"We are all in this together, bound by our love of aviation and our commitment to public good."

The public ceremony was preceded by a private swearing-in in Texas on June 27.

**Wednesday
Wednesday
Wednesday
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 909-B or call x77311.

**Wednesday
Wednesday
Wednesday
Wednesday**



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

Headquarters Intercom

Chipping Away at Life-Threatening Ice

FAA Makes Wintery Takeoffs Safer

The FAA has spelled out actions to reduce the risk of accidents caused by snow and ice buildup on the wings of aircraft waiting to take off.

Before October 15, the agency will implement a wide range of suggestions made by five panels of experts at an international airplane ground de-icing conference held in late May.

"The FAA has moved quickly to deal effectively with the de-icing problem," FAA Administrator Thomas Richards said.

The most important action is a proposed regulation requiring each airline to have an FAA-approved ground de-icing plan in place by winter.

The proposed rule, published in the July 23 *Federal Register*, would require airlines to train pilots and other workers to detect wing ice. It would also set limits on how long an airplane can be exposed to snow or freezing rain before it has to be inspected or de-iced again.

The FAA said it will also:

→ Change operational procedures for controlling aircraft flow on the ground to reduce the time aircraft have to wait in line for takeoff after being de-iced.

One way is for air traffic controllers to tell an aircraft crew the time it can expect to be cleared to taxi and takeoff. Then the crew can wait until just before its takeoff time to

turn to De-icing on page 7



Airline worker sprays de-icing fluid on aircraft wing prior to a wintery takeoff.

Highlights

SES Update. More than 500 applicants applied for the joint DOT-FAA Senior Executive Service Candidate Development Program. About 200 of them were FAAers.

The program announcement closed July 10.

FAA expects to select about 15 candidates by the end of the year.

Once selected, candidates will complete a tailored, indepth, two-year developmental program. Upon successful completion, they will be certified by the Office of Personnel Management for three years.

The certified candidates will serve as the primary pool for selection into entry-level Senior Executive Service positions.

Good Service. U.S. airlines posted good records for on-time performance and baggage handling in May while fewer consumers complained about the carriers' service, according to the DOT Air Travel Consumer report.

The nation's 10 largest airlines compiled an on-time arrival record of 86.6%, equal to April 1992's mark and exceeded only by the 87.9% record of September 1991. Flight delays caused by mechanical problems are not counted in the data.

These carriers also received 4.03 reports of mishandled baggage for each 1,000 passengers in May, a mark bettered only by the previous month's record of 3.94.

DOT began publishing on-time and baggage mishandling data in September 1987.

The Department received 492 complaints about airline service in May, an 18% decline from the 593 complaints filed in April 1992 and 586 in May 1991.

\$282 Million Boost. The FAA has given the Port Authority of New York and New Jersey approval to begin collecting passenger facility charges of \$3 from each departing airport passenger beginning on October 1.

An estimated total of \$282 million

will be collected through August 1, 1995, to help finance construction of improvements at three New York area airports

Some \$261 million will be used to build roadway overpasses at LaGuardia and Newark airports and on-airport automated people mover systems at Newark and Kennedy airports.

Another \$21 million will be used for feasibility studies of off-airport automated surface transportation systems for LaGuardia, Newark and Kennedy. The studies will look at systems that could tie into airport people movers and improve access to the airports.

Safer Routes. Seven helicopter professionals were recently recognized by New England Regional Administrator Arlene Feldman for their outstanding efforts in instituting safer,



New England Regional Administrator Arlene Feldman presents IFR Chairman of the Eastern Region Helicopter Council Tom Salat with appreciation plaque.

more efficient helicopter routes in the Northeast corridor.

Feldman presented group members with appreciation plaques during a Helicopter Council meeting in Teterboro, NJ, for their roles in establishing radar-directed, low-altitude instrument flight rules (IFR) helicopter operations throughout the Boston, New York, and Washington, DC areas.

Those recognized were IFR Chairman of the Eastern Region Helicopter Council Tom Salat; R.O.P Aviation, Inc. Director of Operations William Decker; FAA Eastern Region Heliports Manager Al McDonough; United Tech-

nologies Corporation Flight Department representative Jim Church; FAA Eastern Region Procedures Specialist Paul Greco; FAA New England Region Procedures Specialist Gary Fiske; and Vertiport Program Manager Barry Bermingham.

AOPA Rep Honored. FAA recently named an air traffic control departure procedure after Peter Burgher, Aircraft Owners and Pilots Association (AOPA) regional representative in Michigan.

Called the "Burgher-One" standard instrument departure, the new procedure will be used by pilots on instrument flight paths departing airports in the northern Detroit metropolitan area.

Burgher worked with FAA in depicting visual landmarks and ground references on local aeronautical charts to more clearly define airspace boundaries around terminal control areas in major metropolitan areas.

As an AOPA representative, Burgher monitors state and local issues impacting pilots and aircraft owners in Michigan, Ohio and Indiana.

Saving the Day. The Grand Canyon Geographic Unit of the Las Vegas Flight Standards District Office experienced an opening day that facility employees are not soon to forget.

Members of the newly-established unit were conducting canyon surveillance activities in a Beech Baron when

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they heard a distress call to the Grand Canyon tower.

The pilot of an amphibious experimental aircraft reported that he believed he was near the airport, but was unable to locate it. He also stated that he was low on fuel and his engine was "running rough."

Supervisory Inspector Robert Trout instructed the pilot to fly toward Grandview Ridge where the FAA team spotted the aircraft approximately 10 miles from the Grand Canyon Airport.

Team members then guided the distressed pilot to a safe landing at the airport.

A Working Partnership. Los Angeles TRACON employees were recently honored by Northwest Airlines executives for their part in helping the airline maintain a "number one on-time rating" for the past two years.

Airway Facilities and Air Traffic FAAers were presented with Northwest's "Partners in Service" plaque at a recent TRACON ceremony where they were commended for the reduction of air traffic control delays.

Employees were cited for their "collective efforts in improved public service, which contributed, in large measure, to Northwest's success."

San Diego Save. Three San Diego tower controllers were recently commended by a U.S. Navy official for their rescue efforts of a Navy aircraft with 12 people aboard.

Earlier this year, a P-3C Orion aircraft was on a routine mission off the coast of Southern California. Without warning, power was lost in the aircraft's two engines. In addition, smoke filled the cockpit, there were indications of engine fires, and the main landing gear had a punctured tire.

Controllers Mike Ewing, Randy Ching and Martin Sweeny were cited for their "tireless coordination and assistance" during the rescue effort. They provided valuable guidance and recommendations in selecting alternate airfields, special emergency handling, vectoring of other naval aircraft for visual inspection, and preferential routing

Still Going Strong

65-Year-Old Controller Still Enjoys His Job

Roy "Corky" Spillner, a 65-year-old air traffic controller at Dallas-Ft. Worth tower, has the distinction of being the oldest controller still "on position" in a busy radar room.

When asked about his longevity for guiding aircraft, Spillner says, "I don't do anything special, other than leave my work here at the end of the day."

He started his "plane pushing" career in 1959 - 12 years before the FAA began mandating controllers to retire before their 56th birthday.

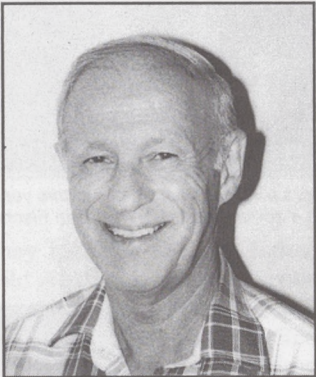
"I was grandfathered in," Spillner said. "Basically, I can work until I'm 80 if I want to and am physically fit."

He was one of the original controllers at Dallas-Ft. Worth Airport when it opened in 1974. He watched the facility grow from a small airport to the world's second busiest.

On an average day, controllers at the Dallas-Ft. Worth facility communicate with 3,000 airplanes, with each controller handling about 250.

At 55, Spillner worked overtime to help keep the air traffic system "up and running" during the Professional Air Traffic Controllers strike of 1981.

It was around that time that then-FAA Administrator J. Lynn Helms



Roy Spillner

visited Dallas-Ft. Worth and commented on Spillner's age after witnessing the seasoned controller's performance.

"We can still get 10 good years out of you," remarked Helms.

Spillner simply laughed and said "no way."

But now, almost 11 years later, Spillner is still guiding planes in and around the Dallas-Ft. Worth area.

Colleagues may joke with him about his age, calling him "old man," but when it comes to training experience, Spillner is the first one they call.

"He's a natural instructor because of his demeanor and his ability to relay complicated information," said Gene Skipworth, a Dallas-Ft. Worth tower area manager. "The people he trains are the ones who go on to train others, so I guess you could say a little bit of his finesse is a part of everybody here."

Spillner said he plans to retire within the next couple of years so he can spend more time with Majorie, his wife of almost 40 years.

"I still enjoy what I'm doing, so there's no reason for me to quit right now," Spillner said. "I'm not sure what I'd do with myself."

ing over unpopulated areas. All this factored into a safe landing for both aircraft and flight crew.

In a letter of appreciation to San Diego TRACON Manager Bob Vaughn, the Navy praised the air traffic staff for its "obvious pride and professionalism."

Job Hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause personal injury or property damage.

Report all on-the-job hazards immediately by calling the PRIDE line, x77433.



Vanessa Dixon, Headquarters program coordinator of this year's savings bond campaign, receives a special award from Calvin Fischer.



Andrea Foster, Office of Budget and Accounting, accepts a bond productivity award from Arnold Aquilano. Other productivity honors went to Airway Facilities, Air Traffic and Aviation Standards.



Leon Watkins accepts award from Joe Del Balzo. Civil Rights was recognized for "sustained participation" in the savings bond program. Other offices receiving similar accolades were Public Affairs for "most improved participation" and Budget and Accounting for "outstanding campaign promotional activities."

Bond Drive Reaches Goals

FAAers Lauded for Making Campaign a Success

Scores of FAAers were praised for their efforts in helping Headquarters reach its 1992 savings bond goals.

During a ceremony last month, plaques and certificates were awarded to savings bond lead coordinators, canvassers and the highest-producing organizations.

Some 163 people and offices were recognized.

The agency met its goals of boost-

ing the number of employees who buy savings bonds by 12% and getting 20% of current bond purchasers to increase their existing allotments.

This is how it breaks down. Now there are 403 new people in the savings bond program and another 257 signed up to boost their bond allotment. About one in every two Headquarters employees buys a savings bond.

Speaking to those who organized and ran this year's drive, campaign

chairperson Joe Del Balzo praised the spirit of the group saying it did a "fantastic job."

He said they provided encouragement and "sometimes the extra push that may have started someone on a lifelong program of saving.

"There is a spirit among the people who worked on this bond campaign," Del Balzo said. "It's the spirit of people who think of long-term good, not just short-term gain," he said during the awards ceremony in the auditorium.

This year's theme was "We all share a dream - the American dream."

Producers

Aviation Tops In Bond Drive

Four organizations were honored last month with productivity awards during the Headquarters savings bond campaign. They were Airway Facilities, Air Traffic, Budget and Accounting, and Aviation Standards.

Combined, the four groups signed up 198 new people. Another 128 others in the four organizations, increased their current bond allotments.

Special awards went to Public Affairs for "most improved participation," Civil Rights for "sustained participation," and Budget and Accounting for "outstanding campaign promotional activities."

Lead savings bond coordinators who received plaques were: Scott Chamberlin, Josie Clark, Lois Conrader, Rhea Donfor, Vickie Gordon, Sharon Harris, Suzanne Holloway, Susan Lee, Thomas Lintner, Danvers Long, George McConnell, Deatra McHugh, Willi Minnick, Suzanne Ponchock, Irene Powell, Jean Schunter, M. Jane Stolar, George Thomas, Elizabeth Walker, Eleanor Wozniak and Cannon Young.

Four lead coordinators also received wrist watches for their extra efforts. Thomas Lintner was lauded for his productivity. Susan Lee was singled out for her dedication. George Thomas was praised for his drive and Eleanor Wozniak was named the most conscientious.

This year's bond drive was hosted by a team from System Operations.



Fonzie the clown entertains the DOT Day Care Center kids at the bond campaign kickoff.



Fonzie the clown gets a pat on the back from Arnold Aquilano. Fonzie added smiles and magic tricks to the numerous campaign events held throughout Headquarters.

They included Joe Del Balzo, campaign chairperson; Arnold Aquilano, campaign coordinator; Calvin Fischer, assistant campaign coordinator; Vanessa Dixon, program coordinator and campaign staffers Carol Brooks, Patricia Hall, John Harris, Robin McGlohn, Jean Schunter, Ponjola Short and Connie Vinck.

Both Dixon and Fischer received special recognition awards at a ceremony in the third-floor auditorium.



U.S. SAVINGS BONDS

THE GREAT AMERICAN INVESTMENT



Josie Clark, Public Affairs, was one of 21 savings bond lead coordinators honored at the awards ceremony.

Building Update

Classier Cafeteria. Headquarters FAAers will soon be dining in a classier environment.

Seventy-seven art pieces - donated by various art galleries, individuals and artists - will be placed throughout the cafeteria by the end of August.

Employees, the Headquarters Employee Participation Group, General Services Administration, and Airway Facilities made the cafeteria improvement possible.

Playground Update. The playground for the DOT Daycare Center, to be located on the southwest corner of the Headquarters building, is moving ahead as scheduled.

Playground equipment is expected to be delivered and installed mid-August.

Some of the features of the 60-foot by 15-foot area will be a club house, picnic table, curved crawl tube, sand and water tables, infant and preschool play structures, and bike paths.

Work is expected to be complete the end of August.

Tuesday
Tuesday
Tuesday
Tuesday

Intercom is published weekly.

The deadline for items is no later than 4:30 p.m. every Tuesday 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 909B or call x77311.

Tuesday
Tuesday
Tuesday
Tuesday

Real Life Situations

Take This Test on Sexual Harassment

How good are you at identifying sexual harassment?

To help define what sexual harassment is and is not, here is a test.

The following three incidents describe real life cases that occurred in federal agencies. The names are fictitious.

Read each scenario. Then determine if the events constitute sexual harassment. If so, identify the type of harassment, and the type of action that should be taken.

Case No. 1: Asking for sex. Dan Jackson and Alice Rasmussen were both electronic technician trainees at a federal facility.

On several occasions, both on and off the job, Jackson told Rasmussen that he would like to have sex with her.

Rasmussen did not respond to Jackson's advances and avoided him whenever he entered her work area. She reported the incidents to her supervisor and submitted a written statement detailing Jackson's misconduct.

Decision: Suspension. Yes, this is sexual harassment. This case was decided by an arbitrator to be "disruptive" harassment.

Dan Jackson was suspended by management for his unceasing efforts to win Alice Rasmussen's submission. The arbitrator concluded that Jackson's misconduct "interfered" with Rasmussen's job performance. It was also determined that the "facts established to a degree of certainty that a hostile, abusive and intimidating work environment existed."

The arbitrator concluded the suspension was justified because the employer has a legal obligation to take "immediate and appropriate corrective action."

Case No. 2: Too cheerful? Jerry Smith is an outgoing person who always has a cheerful greeting for everyone. He often greets women in his office with remarks such as, "Hey, you're looking great today" or "That's a good looking outfit you're wearing."

Decision: Acceptable behavior. No, this is not sexual harassment. It is acceptable social behavior in an office setting. It does not contain any sexual overtones.

Case No. 3: Threatening rape. Sam Jones, an accounting technician in a federal office, had a heated argument over a work-related issue with Valerie Wilson, an accounting technician co-worker.

Wilson accused Jones of insulting and threatening her during the disagreement. She reported him as calling her a "stupid broad," and saying, "if you don't shut your mouth, I'll rape you."

Decision: Fired. Yes, this is sexual harassment. The case was decided by an arbitrator to be "environmental" harassment.

The employer fired Jones for his threat to rape Wilson. The arbitrator concluded the discharge was proper disciplinary action, even though Jones contended Wilson invented the rape threat because of their argument.

"It is not realistic to suppose that accusations of that kind are lightly made," the arbitrator stated. "Such accusations may be taken to reflect adversely on the accuser, as well as the accused, and are inevitably embarrassing," the arbitrator stressed.

The arbitrator concluded that the woman's testimony was credible.

Cases extracted from a U.S. Navy sexual harassment prevention training manual.

Travel Advisories

Planning a trip 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.

A Healthy Success

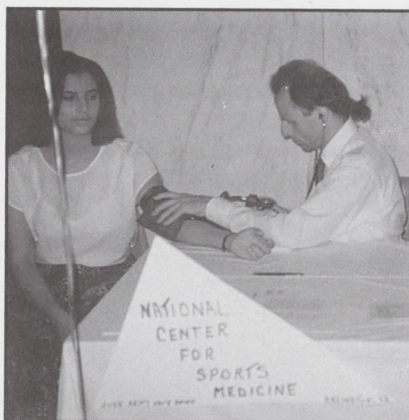
Hundreds Get Lifestyle Tips

More than 750 FAAers got tips on how to live a better lifestyle during a recent employee health fair, sponsored by the FAA Health Awareness Program.

The second annual event, held in the Headquarters lobby, offered employees a variety of health screenings, such as vision, glaucoma, sickle cell anemia, dental, and back and posture.

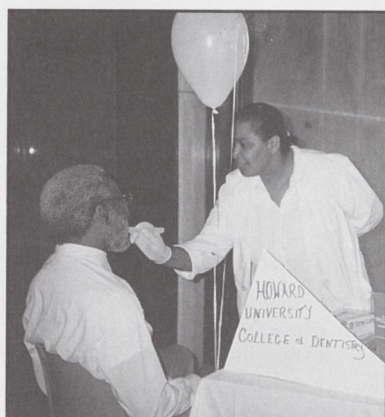
Health care professionals from Blue Cross and Blue Shield offered a health risk appraisal, while representatives from other major area health organizations distributed literature and conducted screenings.

FAA's Employee Assistance Program counselors were on hand to discuss program options and distribute literature throughout the two-and-a-half-hour fair.



"This year's fair far surpassed our last one and next year we plan to have even more screenings available for employees," said Nancy O'Kane, manager of the Headquarters Health Awareness Program.

Here are some snapshots of the event.



People

Leave Donations. Vickie Everett of the International Organization Branch, AIA-110, is eligible to receive leave from other employees through the FAA's Volunteer Leave Transfer Program.

Everett has recently undergone sur-

gery. This is her third hospitalization in 18 months. She has exhausted all her sick and annual leave.

Those wishing to donate leave to Everett, should contact Karen Chaisson, AEA-110, x78172.

De-icing *from page 1*

de-ice the plane.

➔ Ask the Society of Automotive Engineers (SAE) to make its ad hoc committee on aircraft ground de-icing permanent and to serve as a continuing international forum for de-icing issues.

The SAE has long been active in airplane de-icing and developed a landmark chart showing the length of time an aircraft can safely be exposed to icing conditions at different temperatures and precipitation rates.

➔ Encourage the International Aviation Snow Symposium, sponsored by the northeast chapter of the American Association of Airport Executives, to actively participate in the committee.

➔ Issue a pocket-sized manual for pilots on ground de-icing and update and reissue its winter operations guide.

➔ Encourage the use of longer-lasting Type II de-icing fluid, which is widely used in Europe. It is thicker and stays effective longer than Type I. FAA officials said Type II fluid has been reformulated to allay the industry's environmental and operational concerns.

➔ Make federal airport grants available to help finance construction of de-icing pads on taxiways to further reduce the time between de-icing and takeoff.

➔ Encourage airport, airline and air traffic control officials in snow-belt airports - airports that experience take-off delays or have longer than average taxiing distances - to get together and develop a de-icing plan tailored to that airport.

➔ Urge the International Civil Aviation Organization to work with civil aviation authorities around the world to adopt similar measures for foreign airlines.

The proposed rule would apply to passenger and cargo operations using larger jet aircraft.

The FAA said it will continue to monitor winter operations to see if further rulemaking is necessary for air taxis and commuter airlines operating small aircraft.

Flightplan

Table Topics. The Headquarters chapter of the Professional Women Controllers Association is sponsoring a "Table Topics" luncheon on *Wednesday, August 12*, from 11:30 a.m. to 1 p.m. in Headquarters conference room 5AB.

All FAAers are invited to bring their lunch and participate in the forum.

For more information, call Ellen Crumb, x79859.

AF Awards. The Airway Facilities third annual national awards ceremony will be held on *Thursday, September 17*, in Union Station's Columbus room at 10 a.m. Pre-ceremony activities will begin at 9 a.m. with coffee being served.

Shuttle bus service will be provided between FAA Headquarters and Union Station.

The event honors nominees and recipients of awards under the Airway Facilities peer nomination program.

For more information, and shuttle busschedule, call Lorelei White, AAF-32, x77979.

Extra Time. The closing date for the Mid-Level Managers Development Program announcement has been extended until *Friday, August 21*.

The new developmental program, designed to sharpen managerial skills required for upper-management positions, is open to Headquarters and regional Aircraft Certification and Flight Standards managers and supervisors. In Headquarters, the Office of Rulemaking and the Regulation and Certification Executive Staff are eligible.

Fourteen GM-14/15 applicants will be chosen.

For more information, call Lynda Lane, AHD-200, x73600.

Friends of Analysis. The "Friends of Analysis" group will meet on *Tuesday, September 1*, in the MacCracken Room, from 1 to 3 p.m.

Representatives from Budget and Accounting, Air Traffic, and Regulation and Certification will present their

analysis needs. There will also be a discussion of how to measure the value of analysis.

For more information call Robert Machol, ASD-4, x79451.

Extra Room? Co-op students from across the country who work at the FAA often confront sticker shock when they try to find accommodations for their stint in the nation's capital.

To ease the financial crunch, FAAers who own rental property or have an extra room or know of reasonably-priced accommodations are asked to contact Fred Williams, x77963, of Human Resource Management's recruitment section, AHR-152.

FAA T-Shirts. FAA t-shirts are available in the Nassif building's employee store, room 2100.

The shirts are white and display the multi-colored FAA logo.

Costs are \$11.25 for DOT Employee Recreation Association members and \$12 for non-members.

Membership cards can be purchased in the employee store for a \$2 membership fee.

Healthbeat

Diabetic Self-Help. The Headquarters health awareness coordinator is canvassing employees to determine interest in establishing a diabetic self-help support group.

Interested employees should contact the health awareness coordinator by calling x73406, or writing to the clinic, AAM-230.

Return Questionnaires. The clinic requests that all health awareness program questionnaires, distributed at the recent employee health fair, be returned to the clinic as soon as possible.

Anyone who did not receive one, may pick one up in room 327.

Cardiovascular Health Awareness. July, August and September have been designated as cardiovascular health awareness months by FAA's Health Awareness Program coordinator.

Heart attacks are the leading cause of death in American. This year, as many as 1.5 million Americans will have a heart attack and about 500,000 of them will die. As many as 300,000 heart attack victims die each year before they reach the hospital.

Based on the Framingham Heart Study, 5% of all heart attacks occur in people under age 40 and 45% occur in people under age 65.

For more information about the disease, employees can stop by the clinic, room 327, and pick up a copy of the American Heart Association's fact sheet on heart attack, stroke and risk factors.

TV-TEN. It's easy to get an announcement on DOT's new TV-TEN.

Just fill out a special broadcast request form, get it signed by a supervisor and submit it to Patty Fogarty, the new service's editor.

The forms are available in the DOT and FAA Offices of Public Affairs.

For more information, contact Fogarty at the DOT Office of Media Relations and Special Projects, A-20, x65564, fax x63703.

FAAers can watch the Transportation Employee Network on several monitors in the FAA Headquarters, Nassif and Coast Guard buildings.

Three Weeks, Please. *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 4:30 p.m. *Tuesday*, it will appear in the next issue.

Bring *Flightplan* announcements to room 909-B or call x77311.

Weekly. *Intercom* appears weekly.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

'New Standard of Excellence'

First Students from Five-Day Air Traffic Screen Begin Class at Academy

Officially welcoming the first training class selected through the new five-day air traffic control screen, FAA Deputy Administrator Barry Harris told the group they represent a "new era" in the FAA.

Harris was the principal speaker at class orientation for the new trainees. He used the forum to outline his "new era of teaching and training at the Academy."

"This is a remarkable day for all of us," he told students and instructors.

"Today we initiate a new air traffic training program...one designed to be rigorous, but positive. We expect you to develop real skills by the end of the first three months, but with much less stress."

Harris commended Academy instructors for their efforts in creating what he called a "remarkable achievement." He praised the staff for their innovative, intelligent planning that brought about the changes.

"You have set a new standard for excellence and dedication that others in the FAA will find hard to duplicate," said Harris. "What you have created is a prototype procedure for selection and training throughout the FAA."

Harris said the FAA Academy shifted from old methods to a system that makes the pace of learning more manageable and humane.

"FAA has created a new culture that rewards creativity and flexibility," he said.

Harris emphasized that the old screen—which took nine weeks—made "onerous demands" on students, giving those with disadvantaged backgrounds less of a chance of passing. The new screening system, he noted, will bring "diversity and an infusion of creative energy into the agency."

"Computers will measure a person's aptitude for this work with far greater efficiency, accuracy and objectivity. This will allow the agency to examine raw

turn to Training on page 4



FAA Deputy Administrator Barry Harris, left, chats with students during welcoming ceremonies for the Academy's first training class selected under new air traffic control screen program.

Highlights

Presidential Praise. FAA's Spann Watson received praise from President Bush commemorating Watson's retirement from the federal government after more than a half-century.

In a letter to Watson, the President said Watson should be proud of his distinguished 50-year record.

"Your career has been characterized by your personal integrity and your devotion to public service and to the principles of fair treatment and equal opportunity for all."

The President went on to say that the
turn to Highlights on page 2

Join the Aviation Safety Team

Two-Year GM-15 Jobs Available for FAAers

The associate administrator for Aviation Safety is looking for highly-motivated individuals with strong analytical, interpersonal and team building skills to work in the organization for two years.

Under vacancy announcement number 4-ASA-92-0071, Aviation Safety is seeking experts from such varied disciplines as Air Traffic, Airway Facilities, Civil Aviation Security, Flight Standards, Aircraft Certification, Airports, Aviation Medicine, and Aviation Standards, to staff GM-15 positions for two years. These temporary jobs are part of an effort to build a first-class analytical "think tank."

Candidates will be given the chance to work on innovative safety-related projects, while broadening their under-

turn to Safety Jobs on page 2

Highlights *from page 1*

country "owes you a debt of gratitude for your dedicated service as a member of the 99th Fighter Squadron during World War II.

"Your efforts to win recognition for the accomplishments of African American pilots and to integrate our Armed Forces have had a positive and lasting effect on today's military and our entire society."

By being a role model for young people, the President said Watson has inspired a new generation of pilots and "set an example of courage and strength for Americans of all ages."

Watson is the last of the Tuskegee airmen, a corps of black World War II pilots, to retire from federal service.

A farewell party, attended by more than 550, was held August 8.

MLS Conference. More than 200 aviation and airport experts from all over the world gathered in Kansas City to attend the recent International Microwave Landing System (MLS) Conference and Flight Demonstration.

In addition to military and State Department officials, representatives from aircraft manufacturers, equipment builders, and airframe companies, including Learjet and Beechcraft, attended.

Some of the topics discussed at the three-day event were:

- MLS CAT I site selection
- CAT II/III prototype procurement
- Loran-C status
- Instrument landing system program status
- Certification of airborne equipment
- Segment-curved approach

A flight demonstration at Kansas City Airport was available for program participants and members of the news media.

"MLS was first adopted in 1978 by the International Civil Aviation Organization as the world's first precision landing system," said Central Region's Deputy Administrator Jerry Franklin as he opened the conference.

"The future is now," he continued, "and we are standing at the threshold of a brand new day for aviation with the implementation of MLS."

Major Reorganization. The Aeronautical Center has undergone a major reorganization, reflecting tighter agency-customer relationships.

The organization's director is now the associate administrator for the Aeronautical Center. Staff offices remain the same, with the exception of the administrative systems manager, who will assume the title of chief of staff. Divisions are now offices or services.

The routing symbol AAC—which has been used at the Oklahoma facility for 20 years—is now obsolete. Staff offices are identified by the routing symbol AMC. All other organizations are identified by the third letter position in the routing symbol, such as AMA, AML, AMQ, AMH, etc.

The reorganization follows the lead of the FAA Technical Center.

A "flattening" of the Center's management structure is expected to result. The ratio of employees for each supervisor is expected to increase from 8.5 to 10.

Anyone with questions regarding the new office symbols, can call the Aeronautical Center information number, (405) 690-3011.

Headquarters Intercom

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Safety Jobs *from page 1*

standing of key safety areas in FAA.

The renewed emphasis on rotating, temporary duty recruitment is vital to Aviation Safety's revised mission that emphasizes providing the FAA with top quality analysis of safety issues that cut across program lines.

Aviation Safety, which recently reorganized, took a page out of "Star Trek" in urging FAAers to sign up for the positions. The theme for the recruitment campaign is "Safety: The Next Generation."

"Boldly go where no one has gone before with the new FAA safety team," said Darlene Freeman, associate administrator for Aviation Safety. "Join our team of multidisciplinary experts who will stretch the limits through studies and analyses on the cutting edge of the agency's future safety initiatives."

Freeman added, "I believe partici-

'Boldly go where no one has gone before with the new FAA safety team.'

ipation in this rotational program not only benefits Aviation Safety, but the individual's 'home organization,' as well as the FAA as a whole."

Aviation Safety will be conducting analyses on collision avoidance, flight safety, survivability, human factors, safety quality assurance, and other safety areas.

Interested employees must file by Tuesday, August 25. Several positions are available under the current vacancy announcement.

Upon completion of the two-year assignment, those selected will return to their parent organization. The initial tour of duty may be extended for one additional year.

In addition to the rotational assignments, Aviation Safety will soon announce permanent openings for a GS-14 program analyst and a GM-13-14 operations research analyst.

For more information, call Paula Wade, ASF-10, (202) 267-7227.

Group Meetings

Here is a list of the meeting dates, times and places for several employee groups. Membership in all groups is open to all FAAers.

Asian Pacific Coalition. Monthly meetings of the Coalition of FAA Asian Pacific Americans are held the *second Tuesday* of each month from 12 noon to 1 p.m. in the 9th-floor Civil Rights conference room.

Contact Matt Asai, x77542.



Black Coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meetings on the *first Tuesday* of each month from 12 noon to 1 p.m. The next meeting is scheduled for *Tuesday, September 1*, in Headquarters conference room 5BC.

Contact Marcia Adams, x73488.

FWPC. Regular meetings of the Federal Women's Program Committee take place on the *first Wednesday* of each month starting at 11 a.m. in the 9th-floor Civil Rights conference room.

Contact Marcia Adams, x73488.

Hispanic Coalition. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are normally scheduled for the *first Tuesday* of each month at 12 noon in conference room 9B.

Contact Francisco Estrada, x73140, or Pat Myers, x77882, for more information.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, holds its monthly meetings from 12 noon to 1 p.m. in the

Healthbeat

Blood Pressure Fair. A mini blood pressure fair will be held for Headquarters FAAers on *Wednesday, September 9*, from 11 a.m. to 2 p.m. in conference room 9AB.

Blood pressure readings will be taken and literature distributed.



Weight Management. The Headquarters Health Awareness Program coordinator is sponsoring an eight-week Weight Management Program, beginning *Wednesday, September 23*. Participation is limited to the first 40 applicants. Sign-up sheets are available in the clinic, room 327.

Diabetic Self-Help. The Headquarters health awareness coordinator is canvassing employees to determine interest in establishing a diabetic self-help support group.

Interested employees should contact the health awareness coordinator by calling x73406, or writing to the clinic, AAM-230.

Return Questionnaires. The clinic requests that all health awareness program questionnaires, distributed at the recent employee health fair, be returned to the clinic as soon as possible.

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For more information about the disease, employees can stop by the clinic, room 327, and pick up a copy of the American Heart Association's fact sheet on heart attack, stroke and risk factors.

MacCracken room on the *second Thursday* of each month. The next meeting is scheduled for *Thursday, September 10*.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and bring a guest.

Contact Joe White, x79246.

TQM Meetings. The FAA Headquarters Quality Network holds its monthly meetings from 2 to 3:30 p.m. in conference room 8ABC the *first Tuesday* of every month.

Contact Ted Criswell, x77925, or Steve Unthank, x79066.

Volunteer Committee. The FAA Volunteer Committee holds its monthly meetings the *second Tuesday* of each month from 10 to 11 a.m. in FAA conference room 5C.

Contact Margaret Powell, x67037.

Weekly. *Intercom* is published weekly.

The deadline for items is *no later than 4:30 p.m. every week on Tuesday* for inclusion in the following issue.

Flightplan

Operations Research. The Operations Research Service, AOR, is sponsoring a seminar on "Optimal Locations of Runway Turnoffs," on *Friday, August 28*.

The seminar runs from 10:30 a.m. to 12 noon in the MacCracken room on the 10th floor.

Dr. Antonio Traini, assistant professor at Virginia Polytechnic Institute and State University, will be the guest speaker.

The University's Center for Transportation Research has developed a computer model to optimize the locations of runway turnoffs. The model takes into consideration aircraft population, airfield environmental conditions and other aircraft operational procedures.

Reductions in runway occupancy times are needed to balance reduced final approach separations with runway service times.

Optimal design of turnoffs could yield increases in runway capacity.

The event is part of an operations research seminar series.

The Operations Research Service is soliciting topics and speakers for future seminars on the applications of operations research analyses, models and simulations to air safety, efficiency, and National Airspace System capacity.

Anyone wishing to present a paper, or needing additional information on the series, should contact Robert Rovinsky, AOR-100, 267-3411, or David Winer, AOR-200, 267-3532.

Overseas Jobs. The annual "open season" for FAA foreign positions runs through *September 30*.

There are currently 190 full-time agency positions in Paris, France; Frankfurt, Germany; Rio de Janeiro, Brazil; Tokyo, Japan, and other locations throughout the world.

Agency vacancies abroad are being advertised under the following vacancy announcements:

FAA Representative
1-API-92-2522

Aviation Operations Safety Inspector
4-AFS-92-0349

Aviation Airworthiness-Maintenance Safety Inspector
4-AFS-92-2166

Aviation Airworthiness-Avionics Safety Inspector
4-AFS-92-0332

Civil Aviation Security Specialist
4-ACO-92-0334

Civil Aviation Security Liaison Specialist
4-ACS-92-0345.

To find out more about these positions, contact the AHR-150 representative listed on the job announcement.

The next "open season" for foreign positions will be August 1993.

AF Awards. The Airway Facilities third annual national awards ceremony will be held on *Thursday, September 17*, in Union Station's Columbus room at 10 a.m.



Pre-ceremony activities will begin at 9 a.m. with coffee being served.

Shuttle bus service will be provided between FAA Headquarters and Union Station.

The event honors nominees and recipients of awards under the Airway Facilities peer nomination program. For information and shuttle bus schedule, call Lorelei White, AAF-32, x77979.

CORN Orientations. The Office of Information Technology is sponsoring Computer Resources Nucleus—CORN for short—executive orientations in the FAA auditorium on *Tuesday, August 25*, and *Wednesday, September 2*, from 9 to 11 a.m.

The sessions will provide an information overview on technology capabilities and services offered through the CORN contract.

For more information, contact Ron Sypolt, AIT-700, x73313.

Friends of Analysis. The "Friends of Analysis" group will meet on *Tuesday, September 1*, in the MacCracken room, from 1 to 3 p.m.

Representatives from Budget and Accounting, Air Traffic, and Regulation and Certification will present their analysis needs. There will also be a discussion of how to measure the value of analysis.

For more information call Robert Machol, ASD-4, x79451.

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.

Training Class

from page 1

talent and native ability of applicants without past experiences being a determining factor," Harris said.

"I am personally very proud of this agency for its initiative and resourcefulness in reshaping itself to more closely conform to the rapidly changing realities of American life," Harris said.

According to Harris, FAA had the knowledge, experience and motivation to do a better job of teaching, but needed the time and resources to pull it all together. He called the total revision of the standard curriculum a "dramatic change of direction for the Academy."

Harris concluded by telling the students "you are about to receive some of the finest technical training available anywhere in the world. While our standards may be high, our hopes and expectations for you are even higher."

Thanks to John Clabes, Aeronautical Center Public Affairs Officer, for this report.



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

Headquarters Intercom



Space Age Navigation

FAA Administrator Thomas Richards, left, and AOPA President Phil Boyer sign agreement to test smaller general aviation aircraft in flying non-precision approaches using satellite avionics. For details, turn to story on page 2.

Sharpening Executive Skills

New Program Targets High-Potential FAAers

FAAers in GS-GM-13 and 14 jobs, with little or no supervisory experience, will soon have an opportunity to sharpen their ability to manage others.

The Executive Potential Program targets employees who have a strong desire to add professional management skills to their technical expertise.

'The program forces you to do more than simply develop an individual development plan—it makes you personally responsible for implementation.'

The program announcement will be distributed to all human resource management officers with a due date of mid-October.

The year-long program—sponsored by the Office of Personnel Management (OPM)—teaches required management competencies and skills for successful federal managers' performance.

It consists of orientation and training courses, identification of an Senior Executive Service advisor, two 60-day work assignments, one three-day shadow assignment, three executive interviews, participation in "cluster group" activities, developing an individual development plan, and an OPM-sponsored graduation ceremony.

turn to Skills on page 4

Networking to the Top

Career Advice for Women:

Don't Let Job Opportunities Slip Away

To get ahead, women should "network."

"Networking" is an important way to climb the agency's career ladder, says New England Regional Administrator Arlene Feldman.

"Without even realizing it, women use networking techniques all the time to advance their careers," Feldman recently told a Headquarters group, gathered to celebrate Women's Equality Day during a program sponsored by the Federal Women's Program Committee.

Although she is a strong proponent of the concept, Feldman says she does not like the term "networking."

"When I hear that word, I think of a bunch of radio stations—something that's not human," said Feldman. "It sounds much too political."

"We should be thinking more in terms of helping one another," she asserted.

Feldman's definition of networking is an alliance of people who share similar interests and goals, who have accomplished what they wanted to do, and have helped others with similar goals.

Throughout her career Feldman networked through a variety of women's groups, such as the National Air Trans-
turn to Career Advice on page 3

Highlights

Fast Forward to 2015. Take a ride through the air traffic control system of the future in the August issue of *FAA World*.

In an article by Joe Del Balzo, the Executive Director for System Operations chronicles the flight of a corporate jet today and then fast forwards to the year 2015.

No Guilt Training. FAA's two-year old policy that emphasizes remedial training over mandatory penalties for private pilots with flying violations got a boost from FAA Administrator Thomas Richards.

Earlier this month at the Oshkosh airshow, Richards said the agency has received many letters from pilots who were pleased with the policy, training and counseling they had received.

"We also heard from many others who said they'd like to take the training, but not if they had to admit a violation," Richards told pilots at the Wisconsin airshow.

Saying it was "never the FAA's intention to put pilots in this position," Richards announced that the FAA had "just revised our guidance to make it clear that no pilot admission is necessary to participate in the remedial training program."

Simpler Certification. While at the Oshkosh airshow, FAA Administrator Thomas Richards also talked about steps the FAA is taking to boost the sagging general aviation industry.

He said the agency expects to issue the final primary aircraft category rule by the end of the summer.

The rule sets up a category for personal-use aircraft that is safe to fly but less costly to certificate, build, buy and maintain than current categories.

Other steps the agency is taking include:

➔ Issuing a final rule postponing the requirement that Mode S transponders be installed on general aviation aircraft. Richards estimated that this decision may save aircraft owners and

operators up to \$8 million.

➔ Working on a final rule to provide alternative and less costly noise certification procedures for light helicopters.

➔ Continuing to support "urgently needed" product liability reform legislation. "In my opinion, this country needs more aeronautical engineers and fewer accident lawyers. We need product liability reform and we need it now," Richards said.

More Complaints. Consumer complaints against U.S. airlines edged up in June, according to the DOT air travel consumer report.

The 10 largest carriers complied an on-time arrival performance of 81%, down from May's 86.6% and the 85.3% mark registered in June 1991.

The airlines received 4.52 reports of mishandled baggage for each 1,000 passengers in June, an improvement over the previous June figure of 5.07, but not as good as last May's mark of 4.03.

The Department received 633 complaints from consumers about airline service in June, a 28% increase over the 492 complaints in May and up slightly from the 627 in June 1991. Complaints for the first six months of 1992 totaled 3,242, well below the January-June 1991 figure of 4,039.

Simulator Training. The FAA is paving the way for the establishment of independent simulator flight training centers by the private sector that would make simulator training available to a wider range of pilots and at a significantly reduced cost.

Currently, simulator training is, for the most part, provided by the major airlines for their pilots and by firms under contract to other airlines and corporate aircraft operators.

A proposed rule would provide for FAA certification of the centers. It also provides for the flexibility to develop training tailored to specific airports and conditions in each center's region.

Savings to the aviation industry are estimated at \$400,000 a year.

Benefits resulting from increased safety, mainly as the result of pilots

being able to practice dangerous emergency procedures in simulators rather than during flight, are estimated at \$20 million a year.

The proposal also removes some regulatory restraints that tend to discourage further development of simulator technology, particularly in the general aviation area.

Navigating into the Future FAA, General Aviation Launch Satellite Tests

The FAA and the Aircraft Owners and Pilots Association (AOPA) will test smaller general aviation type aircraft in flying non-precision approaches using the government's satellite navigation system, the Global Positioning System (GPS).

A non-precision approach is a standard instrument approach procedure in which no electronic glideslope or vertical guidance is provided.

At a recent FAA Headquarters signing ceremony, FAA Administrator Thomas Richards said, "Satellite technology could be used to fly existing non-precision approaches into airports all over the nation."

If the tests proved successful, he said, early operational use of satellite navigation would be feasible for civil aviation.

Although four categories of approaches will be evaluated, the agreement with AOPA calls for Category "A" aircraft, which are smaller general aviation type aircraft.

These flights, which will be conducted at the FAA Technical Center, are scheduled to begin in September, using 24 AOPA test pilots and an AOPA aircraft equipped with satellite avionics.

The data will be analyzed and results published the end of the year.

The GPS system, when fully operational by 1994, will use 21 active satellites and three spares to broadcast signals from space. Recently, the 19th active satellite was launched.

Career Advice

Continued from page 1

portation Association and the Ninety-Nines, an international women pilots association. She encouraged her listeners to do the same.

Feldman emphasized how important it is to "reach back and help other women once you have made it."

"That's what groups like the Federal

Feldman. "Frequently we let opportunities slip by because of our own insecurities."

Feldman described her journey up the career ladder from her marriage at age 17 to her current position as FAA's first woman regional administrator.

"When I got married it was during an era when women put career hopes aside and worked to put their husbands through school," said Feldman. Fortu-



New England Regional Administrator Arlene Feldman chats with Headquarters FAAers following Women's Equality Day celebration.

Women's Program Committee are all about," she said.

Feldman gave the following tips on career advancement.

- ➔ Let your supervisor know you are serious about career advancement.
- ➔ Prepare an individual development plan and adjust it as you gain experience.
- ➔ Take all available courses that could be beneficial to your career.
- ➔ Apply for supervisory positions that meet your talents.

Feldman stressed the importance of thoroughly preparing for a job interview. She also said that it is a good idea to have the interviewer provide you with a written explanation if you are not hired. "This could aid in preventing discrimination," she said.

"The important thing is to strive to be the best you can be and take every opportunity afforded you," said

nately, she added quickly, "things have changed since then."

Feldman obtained a pilot's license while she was still in her teens. She earned her college degrees from the University of Colorado and Temple University School of Law while working and raising a family.

Since graduating law school, her jobs have included managing New Jersey's Division of Aeronautics, Director of Aeronautics for the State of New Jersey, Deputy Director and Acting Director of the FAA Technical Center and Deputy Director of the Western-Pacific Region.

When asked where she will go from here, Feldman joked, "I was thinking about Secretary of Transportation."

Thanks to Tina Carlin, Public Affairs student intern, for this report.

FAA Remembers

Darlene Hunter. A memorial service for Darlene Hunter will be held on Friday, August 28, at 11 a.m. at the Prince of Peace Methodist Church, 6299 Hoadley Road, Lake Ridge, VA.

Mrs. Hunter died on July 31 at Georgetown University Hospital after a long battle with cancer.

She headed the management staff, ASD-10, for the associate administrator for System Engineering and Development.

For more information, call the management staff, x77423.

People

Tennis Champs. The FAA tennis team has taken first place in the Western Division of the DOT tennis league with a 11-4 record.

It will next enter the playoffs against the Eastern Division champion, National Highway Traffic Safety Administration, for the DOT championship. Congratulations to team members:

Dick Bair, ASA
Howard Blankenship, ATM
Jim Brown, ATM
Akira Kondo, APO
Todd Thompson, AIR
Team captain Nancy Watson, ACS

Headquarters Intercom

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Editor

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Art Director

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Making it Through the EPP

The following FAAers are currently participating in the Executive Potential Program. They will graduate in the spring.

Karen Davis
Personnel Management Specialist
Headquarters

Dominick Eremita
Supervisory Electronics Engineer
Eastern Region

Sheila Franklin
Computer Scientist
Technical Center

Lenora Jordan Harris
Program Analyst
Headquarters

Howard Kernodle
Supervisory Building
Modernization Specialist
Headquarters

Mamie Mallory
General Engineer
Headquarters

Delbert Mann
Industrial Specialist
Headquarters

Carolyn Nero
Employee Relations Specialist
Headquarters

Jake Plante
Environmental Specialist
Headquarters

Scott Schoonover
Aviation Safety Inspector
Western-Pacific Region

Richard Sowa
Supervisory General Engineer
Northwest Mountain Region

Deborah Vasquez
General Engineer
Northwest Mountain

Nancy Waller
Personnel Management Specialist
Southern Region

Brian Yanez
Aerospace Engineer
Headquarters

Skills *from page 1*

This is the first year that FAA participated in the program as an agency, selecting 14 FAAers from across the country. See "Making it Through the EPP" for a list of current participants.

"You need to have initiative and flexibility to make it through the program," said program analyst Lenora Jordan Harris, a current program participant from the Office of System Capacity and Requirements.

According to Harris, one of the program's more valuable benefits is gaining exposure to Senior Executive Service managers throughout the government.

"The Executive Potential Program is your ticket to SES accessibility," she said.

Another benefit, she says, is following through on an individual development plan.

"The program forces you to do more than simply develop an individual development plan—it makes you personally responsible for implementation."

Interested employees should apply through their servicing human resource management office in late September-early October.

For more information, contact Marsha Coder, Executive Potential Program coordinator, AHD-200, (202) 267-7378.

Making the Grade

FAAers participating in the 1991 Executive Potential Program recently attended a graduation ceremony in Washington, DC. They are, left to right, Michael Peace, industrial specialist, Headquarters; Laurel Tootell, program analyst, Technical Center; Theos McKinney, flight test pilot, Technical Center; Howard Vaughn, aviation safety inspector, Headquarters; Tammara Morrow, contract specialist, Headquarters; Patricia Hall, engineer, Headquarters; Gary Frings, aerospace engineer, Technical Center; Candace Ducharme, special assistant, Western-Pacific Region; James Mathews, supervisory air traffic control specialist, Western-Pacific Region; Mary McVicker, procurement analyst, Headquarters; and Albert Mancini, program analyst, Technical Center.

The program—sponsored by the Office of Personnel Management (OPM)—prepares individuals for federal managerial and executive positions through training and developmental activities.

All program participants were presented with a plaque by OPM Director Constance Berry Newman.



Flightplan

Preparing for SES. A panel discussion on career progression and preparing for the Senior Executive Service will be held on *Wednesday, September 30*, from 12 noon to 1 p.m. in FAA conference room 9ABC.

Sponsored by the Hispanic Heritage Committee and the Headquarters chapter of the National Hispanic Coalition of Federal Aviation Employees, the event is part of a celebration marking Hispanic Heritage Month, September 15 - October 15.

For more information, call Cecilia Capestany, ACI-200, x73231.

AXD awards. AXD's annual awards ceremony, honoring System Development's "Best of the Best," will be held on *Tuesday, September 15*.

The event kicks off at 1 p.m. at the J.W. Marriott, 14th and Pennsylvania Avenue.

Operations Research. The Operations Research Service, AOR, is sponsoring a seminar on "Optimal Locations of Runway Turnoffs," on *Friday, August 28*, from 10:30 a.m. to 12 noon in the MacCracken room on the 10th floor.

Dr. Antonio Traini, assistant professor at Virginia Polytechnic Institute and State University, will be the guest speaker.

The event is part of an operations research seminar series.

The Operations Research Service is soliciting topics and speakers for future seminars on the applications of operations research analyses, models and simulations to air safety, efficiency, and National Airspace System capacity.

Anyone wishing to present a paper, or needing additional information on the series, should contact Robert Rovinsky, AOR-100, x73411, or David Winer, AOR-200, x73532.

Bowling Anyone? The FAA winter mixed bowling league is looking for additional members. All DOT employees, along with family and friends,

can sign up as individuals or teams.

The league meets *every Thursday* at 6 p.m. at Fair Lanes Seminary Bowling Center.

The league kick-off meeting will be held at the center on *Thursday, September 3*, at 6:30 p.m.

To sign up, or receive additional information, call Jerry, x79720, Karen, x78583, or Michelle, x78572.

NBCFAE Conference. The National Black Coalition of Federal Aviation Employees will hold its 16th annual conference in Virginia Beach, at the Cavalier Hotel, *Wednesday through Saturday, September 23-26*.

This year's theme is "Decade of Destiny—The Future is Now."

Workshops, presentations and seminars will address cultural awareness, diversity, career development and other mutual concerns.

For more information, contact conference coordinator Annette Baldwin, (718) 553-0426.

CORN Orientations. The Office of Information Technology is sponsoring Computer Resources Nucleus—CORN for short—executive orientations in the FAA auditorium.

The next session is scheduled for *Wednesday, September 2*, from 9 to 11 a.m.

The sessions will provide an information overview on technology capabilities and services offered through the CORN contract.

For more information, contact Ron Sybolt, AIT-700, x73313.

The First Air War. The National Air and Space Museum is sponsoring a lecture by John Morrow, noted authority on early German aviation, on *Tuesday, September 29*, at 7:30 p.m. The topic will be "Remembering the First War in the Air."

His book, *To Hold the Skies: Air Power in World War I*, will be published by the Smithsonian Institution Press in late spring 1993.

Women Pilots. The National Air and Space Museum is sponsoring a

lecture by four members of the "Women's Airforce Service Pilots" on *Thursday, September 17*, at 8 p.m., in the Langley Theater.

The discussion will be moderated by retired U.S. Air Force Major General Jeanne M. Holm, author of *Women in the Military: An Unfinished Revolution*.

AF Awards. Airway Facilities third annual national awards ceremony will be held on *Thursday, September 17*, in Union Station's Columbus room at 10 a.m. Pre-ceremony activities will begin at 9 a.m. with coffee being served.

Shuttle bus service will be provided between FAA Headquarters and Union Station.



The event honors nominees and recipients of awards under the Airway Facilities peer nomination program.

For more information, and shuttle bus schedule, call Lorelei White, AAF-32, x77979.

TV-TEN. It's easy to get an announcement on DOT's new TV-TEN.

Just fill out a special broadcast request form, get it signed by a supervisor and submit it to Patty Fogarty, the new service's editor.

The forms are available in the DOT and FAA Offices of Public Affairs.

For more information, contact Fogarty at the DOT Office of Media Relations and Special Projects, A-20, x65564, fax x67211.

FAAers can watch the Transportation Employee Network on several monitors in the FAA Headquarters, Nassif and Coast Guard buildings.

Group Meetings

Here is a list of the meeting dates, times and places for several Headquarters employee groups. Membership in all groups is open to all FAAers.

Asian Pacific Coalition. Monthly meetings of the Coalition of FAA Asian Pacific Americans are held the *second Tuesday* of each month from 12 noon to 1 p.m. in the 9th-floor Civil Rights conference.

For more information, contact Matt Asai, x77542.

Black Coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meetings on the *first Tuesday* of each month from 12 noon to 1 p.m. The next meeting is scheduled for *Tuesday, September 1*, in Headquarters conference room 5BC.

For more information, contact Marcia Adams, x73488.

FWPC. Regular meetings of the Federal Women's Program Committee take place on the *first Wednesday* of each month starting at 11 a.m. in the 9th-floor Civil Rights conference room.

For more information, contact Marcia Adams, x73488.

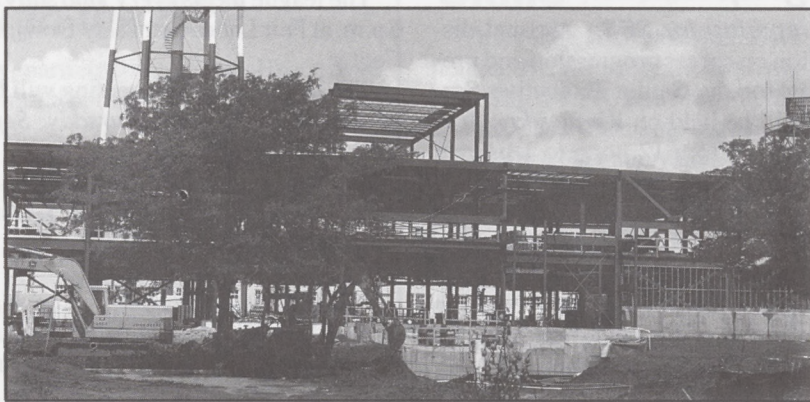
Hispanic Coalition. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are normally scheduled for the *first Tuesday* of each month at 12 noon in conference room 9B.

For more information, contact Francisco Estrada, x73140, or Pat Myers, x77882.

Managers Association. 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 *second Thursday* of each month. The next meeting is scheduled for *Thursday, September 10*.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and



Going Up

FAA's Airmen and Aircraft Registry Building, currently under construction in Oklahoma City, is going up. To be completed this November, the \$9 million structure will house records of 3.5 million airmen and 296,000 U.S. aircraft.

bring a guest.

For more information, contact Joe White, x79246.

Toastmasters Meetings. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m.. The next meeting is scheduled for *September 1*, in FAA conference room 9C.

The group will hold a humorous speech contest on *September 15*, in conference room 5C. Guests are welcome.

For more information, call Toastmasters president Lynn Brown, x79589, or publicity vice-president Valerie Kulhanek, x73318.

TQM Meetings. The FAA Headquarters Quality Network holds its monthly meetings from 2 to 3:30 p.m. in conference room 8ABC the *first Tuesday* of every month.

For more information, contact Ted Criswell, x77925, or Steve Unthank, x79066.

Volunteer Committee. The FAA Volunteer Committee holds its monthly meetings the *second Tuesday* of each month from 10 to 11 a.m. in FAA conference room 5C.

Contact Margaret Powell, x67037.

FYI...

Right Number? At FAA Headquarters, the *Intercom* is distributed on an "all employee count" basis.

This means that each employer 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*, AIT-410, x78735, or the distribution representative for your office or service to update your organization's distribution.

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.

See You in September

The next issue of Headquarters *Intercom* will be dated September 8. Deadline for submissions is 4:30 p.m. on Tuesday, August 25.

There will be no issue published on September 1.



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

Headquarters Intercom

Strengthening Hispanic Ties

New Program Boosts Educational and Career Opportunities in FAA

FAA has established an Hispanic Association of Colleges and Universities (HACU) Program to strengthen Hispanic-serving institutions, help recruit and hire Hispanics in the FAA work force, and boost their educational opportunities.

The program is modeled after the agency's Historically Black Colleges and Universities Program. It will provide a framework for establishing partnerships through cooperative programs and services by making use of scientific and technical resources available at FAA and the association.

The goals are to:

- ➔ Promote the development of Hispanic-serving colleges and universities.
- ➔ Improve access to and the quality of postsecondary educational opportunities for Hispanic students.
- ➔ Meet the needs of government, business and industry through the development and sharing of resources, information and expertise.

The new program will provide opportunities for Hispanic institutions to participate in FAA-funded activities and programs such as airway science, *turn to Hispanics on page 3*

Highlights

Someone's Listening. A lot of FAAers think management doesn't follow up on concerns expressed in employee surveys.

But many FAA organizations seriously confront problems highlighted by the Survey Feedback Action (SFA) Program, which quizzes all employees on their work group, managers and supervisors.

Find out in the September issue of *FAA World* how some small and large FAA organizations have used the survey to improve their workplace.

Hispanic Heritage. DOT celebrates National Hispanic Heritage Month from *turn to Highlights on page 2*

Hurricane Relief

Fund Helps FAAers

A FAA South Florida Relief Fund has been established with the area credit union for the 144 FAAers who suffered severe property damage from Hurricane Andrew.

Financial contributions can be sent to the FAA South Florida Relief Fund, Miami ARTCC, 7500 NW 58th Street, Miami, FL 33166. All checks should be made payable to the FAA South Florida Relief Fund.

Other donations are being accepted 24 hours a day at the Miami air route traffic control center loading dock. Victims desperately need items such as non-perishable food, clothing, water, batteries, cookers, diapers, generators, chainsaws, propane gas and liquid soap.

For more information, contact Mark Palazzo, (305) 592-9770 or 9753, x233, 228, 364 or 365.



Biggest Culprit: Mother Nature

The old advertising slogan, "Don't blame Mother Nature," doesn't cut it in the nation's air traffic system. In fact, bad weather is the main culprit for aircraft delays. During the first nine months of this fiscal year, for example, FAA statistics show that poor weather spawned about 61% of all delays. That's more than double the delays caused by heavy aircraft traffic in airport terminal areas. By contrast, less than 2% of delays were attributed to air traffic equipment outages and interruptions. Closed runways and taxiways were blamed for less than 5% of delays.

Highlights *from page 1*

September 15 through October 15.

FAA is planning a special kickoff on September 18. Turn to page 8 for details about the event and a complete listing of DOT activities to be held in the next few weeks.

New Associate Administrator.

FAA's Office of Acquisition Support has a new name. Effective last month, Carolyn Blum moved up from office director to the new position of Associate Administrator for Contracting and Quality Assurance.

The organizations under Contracting and Quality Assurance are the same as those of the old Office of Acquisition Support. They also keep the ASU routing symbol.

Air Traffic Accolade.

A contractor that supplies air traffic software to the FAA was recently named a finalist in the prestigious Quality Cup Competition awarded by *USA Today* and the Rochester Institute of Technology.

The firm, NYMA, Inc., provides software support for seven enroute centers in the Eastern, New England and Southern regions and was recognized for significant quality improvements.

NYMA's Host software support teams, an IBM subcontractor, set a goal in February 1989 to deliver error-free operational systems to the FAA.

That year, out of a total of 162 systems delivered, only 27 errors were detected. In 1990, there were 12 errors detected in 156 systems delivered. Last year, out of 142 systems delivered, only six errors were detected.

Enroute centers in Leesburg and Jacksonville went through the entire year without a single NYMA-induced error in any system. Over the three-year period, the new quality program reduced errors by 450%.

NYMA also received the 1991 NASA Goddard Excellence Award for Quality and Productivity Improvement.

Quieter Skies. Airlines are using more quiet aircraft and fewer older, noisier airplanes, the FAA reports.

Between November 5, 1990 and December 31, 1991, the proportion of quieter aircraft operated by U.S. airlines increased from 45.8% to 52.1%.

The number of quieter aircraft rose from 1,905 to 2,122.

During the same time, the number of noisier aircraft in the airline fleet declined 14% while the number of quieter airliners increased 11%. The number of noisy aircraft dropped from 2,257 to 1,948.



The Boeing 757 is one of the quieter Stage 3 aircraft.

Major airlines—those with annual operating revenues of more than \$1 billion and operate 64% of the airline fleet—have raised their "stage 3" aircraft to 56%.

The noise improvement reflects the impact of a law passed in November 1990 mandating that all of the older, noisier "stage 2" aircraft be replaced by quieter "stage 3" aircraft by the year 2000.

Fighting Discrimination. Seven groups representing Air Traffic employees have inked a policy that squarely puts them against discrimination and sexual harassment.

During last month's Hispanic coalition national convention in Chicago, the employee groups and unions signed a statement that urges all employees represented by them to accept "the responsibility and accountability to make the workplace free of discrimination and sexual harassment."

The statement emphasizes that those behaviors are unlawful, offensive and will not be tolerated.

It says all members of the "Air Traffic family have the right to perform their duties and be proud of their careers, free of discrimination and sexual harassment."

The policy is unique, says Neil

Planzer, director of Air Traffic Program Management, because it comes from employees through their representatives.

FAA Administrator Thomas Richards, who spoke at the Chicago convention, said, "I'm especially proud to be leading an agency that has the courage to strike out against discrimination and sexual harassment."

Individuals signing the statement represented the Coalition of FAA Asian Pacific Americans, National Association of Air Traffic Specialists, National Black Coalition of Federal Aviation Employees, National Hispanic Coalition of Federal Aviation Employees, Professional Women Controllers, National Air Traffic Controllers Association and FAA's Associate Administrator for Air Traffic.

It's AMC Now. The Aeronautical Center in Oklahoma City has undergone a major reorganization and has new routing symbols.

After 20 years, the AAC is gone. Now staff offices are identified by the routing symbol AMC.

All other organizations are identified by the third letter after AM.

Questions about the new routing symbols? Call the Aeronautical Center information number: (405) 680-

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Michael A. Malden
Art Director

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3011. The number was incorrectly listed in the August 18 *Intercom*.

Boosting Competition. To improve the use of takeoff and landing slots at four busy airports, the FAA has revised regulations on "high density" airports.

First imposed in 1969, the high density rule limits the number of slots available at LaGuardia, Kennedy, O'Hare and Washington National airports during busy times of the day.

Under the change, airlines holding slots will have to use them 80% of the time during any two-month period or be in jeopardy of losing them.

The previous requirement called for the slots to be used 65% of the time.

Also, airlines that want to start operating at one or more of the high density airports and airlines that are serving one or more of the airports but have fewer than 12 slots at any of the airports, will enjoy a higher priority in obtaining slots that become available.

Previously, the higher priority was given to airlines holding eight or fewer slots.

Slots could become available because the higher 80% use requirement could result in airlines putting them up for sale, or lease, or by a lottery drawing of underutilized slots.

"This rule is good news for consumers because it promotes competition and the 'use or lose' provision is pro-competitive and pro-growth and encourages efficient use of scarce resources," said DOT Secretary Andrew Card.

Open Skies. The DOT has a new definition of "open skies" to use in negotiating new, more liberal aviation agreements with European countries.

It consists of these points:

→ Open entry, unrestricted capacity and frequency on all routes.

→ The right to operate between any point in the U.S. and any point in the European country without restriction, including service to intermediate and beyond points, and the right to transfer passengers to an unlimited number of smaller aircraft at the international gateway.

→ Flexibility in setting fares.
→ Liberal charter and cargo arrangements.

→ The ability of carriers to convert earnings into hard currency and return those earnings to their homelands promptly and without restriction.

→ Open code-sharing opportunities.

→ The right of a carrier to perform its own ground handling in the other country.

→ The ability of carriers to freely enter into commercial transactions related to their flight operations.

→ A commitment for nondiscriminatory operation of and access to computer reservation systems.

Although currently focused on Europe, the DOT said it hopes that other regions of the world will soon be ready to join in similar talks.

Job Hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause personal injury or property damage.

Report all on-the-job hazards immediately by calling the PRIDE line, x77433.

Hispanics *from page 1*

aviation research and center for excellence, cooperative education, and recruitment, training and inter-governmental personnel act assignments.

The Office of Training and Higher Education is administering the program. It has sent letters to all HACU presidents informing them of the newly-established program and encouraging them to take advantage of it.

This action is a direct result of the 1991 DOT memorandum of understanding with the Hispanic Association of Colleges and Universities, which provided the basic framework for the development of FAA-Hispanic institution sponsored activities.

The Hispanic Association of Colleges and Universities represents non-profit, accredited colleges and universities where Hispanic students make up at least 25% of the total student enrollment.

The association has identified 118 institutions that meet the requirements, 34 of them in Puerto Rico. They enroll approximately 45% of all the Hispanic college students in the country.

Averting Airborne Disasters

Controllers Praised for Outstanding Flight Assists

Four air traffic controllers have been lauded for helping avert airborne disasters and saving the lives of others.

During a meeting of the Air Traffic Management Team in Chicago last month, controllers from facilities in Texas, Oklahoma and Utah were praised as 1991 national winners of

the Outstanding Flight Assist of the Year Award.

The annual honor recognizes air traffic control specialists who have shown top-level performance during emergency situations in the air and have given exemplary flight assists to pilots in trouble.

The winners are:

Timothy H. Crowder
Air Route Traffic Control Center
Houston

Harold S. McEwen
Air Traffic Control Tower
Tulsa

(now at the Oklahoma City
airport control tower)

Florin N. Owens
Automated Flight Service Station
Cedar City, Utah

Raymond E. Van Pelt
Air Route Traffic Control Center
Houston

An article in an upcoming issue of *FAA World* gives details of their outstanding flight assists.

A 'Quality' Perspective

Agency's Total Quality Management Progress Assessed

In an effort to gage the agency's Total Quality Management's—TQM for short—implementation progress, Monte Belger, Executive Director for Acquisition and Safety Oversight, recently polled the Administrator's management team.

"Knowing the agency's status on TQM implementation will aid in establishing our path for the future," said Belger.

Reports from Headquarters organizations, regional offices, and the Aero-

nautical and Technical Centers indicate that TQM principles are being taught and implemented throughout the agency.

In Headquarters, more than 4,600 FAAers have been trained in "quality" principles, while almost 6,000 regional and center employees participated in TQM awareness training.

The national executive steering group for Total Quality Management established five quality management boards focusing on the following issues:

- ➔ acquisition management
- ➔ training and development
- ➔ quality of worklife
- ➔ communications
- ➔ awards and recognition systems

The boards then commissioned teams to focus and analyze specific processes, as well as develop and execute improvements. As a result, 29 quality action teams were chartered, 12 of which have already implemented their improvements.

The regions and centers—under the supervision of top managers—have developed an organizational structure to institute, sustain and facilitate TQM activities.

At Headquarters, many organizations have established internal councils and steering committees to iden-

Group Meetings

Here is a list of the meeting dates, times and places for several employee groups. Membership in all groups is open to all FAAers.

Asian Pacific Coalition. Monthly meetings of the Coalition of FAA Asian Pacific Americans are held the *second Tuesday* of each month from 12 noon to 1 p.m. in the 9th-floor Civil Rights conference room.

Contact Matt Asai, x77542.

Headquarters EPG. The Headquarters Employees Participation Group meets the *second Thursday* of every month.

The next meeting is *Thursday, September 10*, from 9 to 11 a.m. in the MacCracken Room.

All FAAers are welcome and invited to get acquainted with HEPG members.

For more information, contact Bob Cripe, x78211, or Clint Cottrell, x77751.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, normally holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the *second Thursday* of each month. The next meeting is scheduled

for *Thursday, September 10*.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and bring a guest.

Contact Joe White, x79246.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m.

The group will hold a humorous speech contest on *September 15*, in conference room 5C. Guests are welcome.

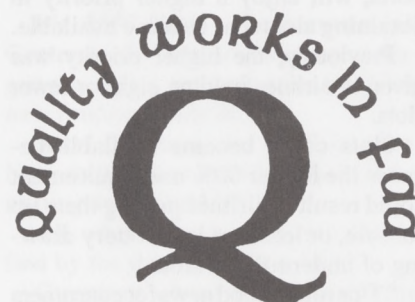
For more information, call Toastmasters president Lynn Brown, x79589, or publicity vice-president Valerie Kulhanek, x73318.

TQM Meetings. The FAA Headquarters Quality Network holds its next monthly meeting on *Wednesday, September 9* from 2 to 3:30 p.m. in conference room 8ABC. With the exception of this month, meetings are held on the *first Tuesday* of every month.

Contact Ted Criswell, x77925, or Steve Unthank, x77916.

Volunteer Committee. The FAA Volunteer Committee holds its monthly meetings the *second Tuesday* of each month from 10 to 11 a.m. in FAA conference room 5C.

Contact Margaret Powell, x67037.



tify, legitimize and structure the new management philosophy. More than 100 quality action teams have initiated efforts to improve processes, many of them completing their efforts.

Throughout the regions and centers, nearly 180 teams are in various stages of the improvement process.

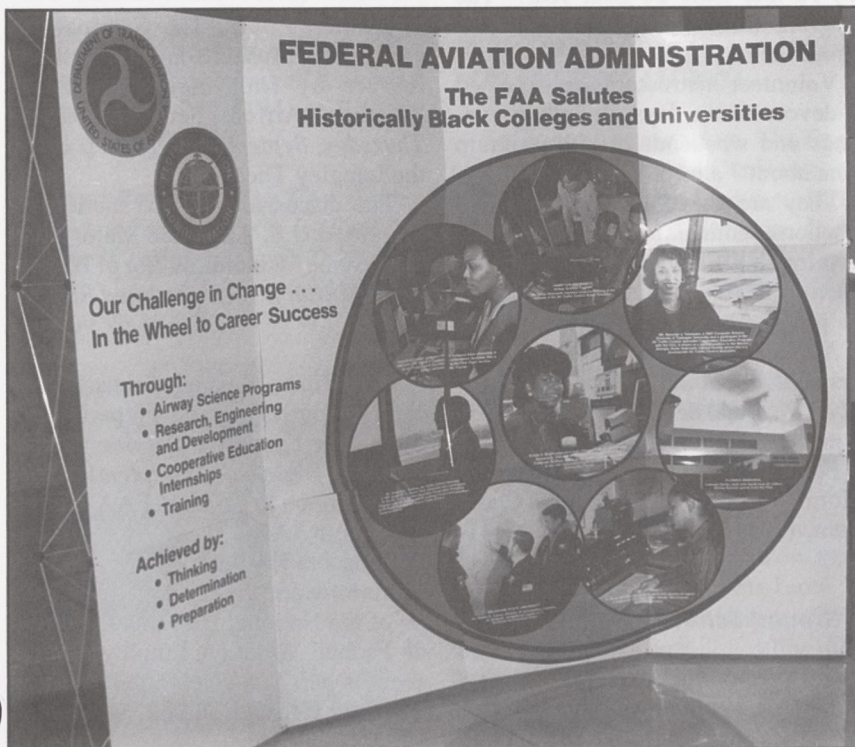
Belger has asked all agency organizations to continue measuring and monitoring TQM activities so that a semiannual planning report can be issued to all employees.

"We need to create a living plan that reflects the continued improvements of our operations and quality management efforts," said Belger.

Thanks to TQM Analyst Carol Dieterle, AXQ-3, for this report.

Salute to Black Colleges

More Aviation Education, Research on the Way



FAA marks "Historically Black Colleges Week" through September 12.

As DOT and FAA salute Historically Black Colleges and Universities this week, the number of aviation courses at the schools continue to grow.

Since 1982, 11 black colleges have launched FAA-recognized Airway Science courses and three more are expected to add the curriculum soon.

In the past decade, \$13 million in Airway Science grants have gone to historically black colleges and universities. That's about 22% of the total \$60 million in grants to all schools.

Currently, two black schools—North Carolina State A&T University and Fisk University—each have \$150,000 research contracts to develop capabilities in explosives detection technology.

In the near future, the FAA plans to select one or more black colleges to conduct research on aging aircraft and aircraft fire containment.

Other black schools are expected to receive funds to develop new methods for cost-effective strengthening of airport

pavements and computer software reliability studies.

The FAA supports a cooperative education program at the schools. The agency has also established a \$7 million aviation center for an Airway Science Program at Florida Memorial College.

To highlight these schools, Congress and the President designated the week of September 6-12 as "National Historically Black Colleges Week."

The story of black colleges and universities began before the Civil War. In the 1830s, Cheyney University of Pennsylvania was founded to counter the practice of denying an education to blacks, most of whom were still slaves.

After the Civil War, the federal government's Freedman's Bureau, the black community and philanthropic organizations began an intensive, organized effort to educate former slaves.

Although many historically black colleges and universities are four-year institutions in the South, they encompass a

wide variety of schools. They include public and private, single-sex and co-ed, predominantly black and predominantly white, two- and four-year colleges, research universities, professional schools and small liberal arts colleges.

In 1990, about 258,000 students were enrolled in 102 historically black colleges and universities.

Some of the colleges' more famous graduates include Martin Luther King, Jr., Jessie Jackson, Supreme Court Justice Thurgood Marshall, educator Mary McLeod Bethune, Virginia Governor Doug Wilder, Children's Defense Fund founder Marian Wright Edelman, TV and theatre stars Phylicia Rashad and Debbie Allen, Roberta Flack, novelist Toni Morrison, opera star Jessye Norman and poet Langston Hughes.

FAA's Historically Black Colleges Program and similar programs in other federal agencies were established by a Presidential executive order.

Program managers are expected to be aggressive in seeking ways to increase participation by these institutions in FAA-sponsored programs.

Interested in knowing more about the FAA program? Contact George Thomas, ACR-3, (202) 267-3267.

Tuesday
Tuesday
Tuesday
Tuesday

Intercom is published weekly.

The deadline for items is *no later than 4:30 p.m. every Tuesday* 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 909B or call x77311.

Tuesday
Tuesday
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Tuesday

Flightplan

Learning to "sign." A sign language refresher course will be held *Tuesdays and Thursdays, September 15 through December 15*, at 12 noon in conference room 5AB.



FAA spelled out in sign language.

The course is sponsored by the Office of Civil Rights and the Federal Women's Program Committee.

To register, or for more information, call Doretha Robinson, x78962.

Career Advancement. A seminar on "Career Planning for the Federal Sector" will be held on *Wednesday, September 23*, from 12 noon to 1 p.m. in conference room 9ABC.

Sponsored by the National Hispanic Coalition of Federal Aviation Employees and the Hispanic Heritage Committee, the seminar targets new federal recruits and employees stuck in "dead-end" jobs.

Interested in attending? Call Rose Miller, AAA-300, x79005, to make reservations.

AF Awards. The Airway Facilities third annual national awards ceremony will be held on *Thursday, September 17*, in Union Station's Columbus room at 10 a.m. Pre-ceremony activities will begin at 9 a.m. with coffee being served.

Shuttle bus service will be provided between FAA Headquarters and Union Station.

The event honors nominees and recipients of awards under the Airway Facilities peer nomination program.

For more information, and shuttle bus schedule, call Lorelei White, AAF-32, x77979.

Volunteer Teachers. A national program that brings students to Washington, DC, needs volunteer teachers who are willing to donate one-week of their time.

It's called the Presidential Classroom for Young Americans. Week-long "classes" will run between *January 16 and June 26* next year. The program attracts 3,000 students from across the country.

Volunteer instructors are expected to devote seven days, including evenings and weekends, to the program from about 7 a.m. to 11:30 p.m. daily.

They are asked to attend student functions, seminars and discussions and travel with the students. Volunteer instructors are also required to adhere to the program's nonpartisan status.

Applications for volunteer instructors must be submitted by *Friday, October 16*. Final decisions will be made in mid-December.

For an application form and more information, contact Presidential Classroom, (703) 683-5400 or (800) 441-6533.

Ground School. The FAA Flying Club will conduct private pilot ground school for 10 weeks on *Tuesday and Thursdays, beginning September 22*.

Classes are held from 6 to 9 p.m. in the FAA Headquarters building. Parking is available in the garage after 4 p.m.

Topics include flight theory, engines, instruments, air traffic control procedures, communications, weather, federal aviation regulations and other pertinent subjects.

An FAA examiner will administer the private pilot written exam on the last night, satisfying the license requirement.

Textbook and materials cost \$140. Employees who have previously completed the course and desire a refresher are welcome.

For more information and the exact room number, call Dick Bair, x66421.

A Retirement Forecast. FAA's Chief Forecaster Gene Mercer, APO-110, is forecasting his own retirement on or about October 2.

A luncheon is being planned in his honor at the Fort McNair Officers' Club on *Tuesday, September 29*. The cost is \$18.

To sign up, or for more information, call Make Hartmann, x73325, or Jack Smith, x73306, before September 21.

Women Pilots. The National Air and Space Museum is sponsoring a lecture by four members of the "Women's Airforce Service Pilots" on *Thursday, September 17*, at 8 p.m., in the Langley Theater.

The discussion will be moderated by retired U.S. Air Force Major General Jeanne M. Holm, author of *Women in the Military: An Unfinished Revolution*.

SES Tips. A panel discussion on career progression and preparing for the Senior Executive Service will be held on *Wednesday, September 30*, from 12 noon to 1 p.m. in FAA conference room 9ABC.

Sponsored by the Hispanic Heritage Committee and the Headquarters chapter of the National Hispanic Coalition of Federal Aviation Employees, the event is part of a celebration marking Hispanic Heritage Month, September 15 - October 15.

For more information, call Cecilia Capestany, ACI-200, x73231.

AXD Awards. AXD's annual awards ceremony, honoring System Development's "Best of the Best," will be held on *Tuesday, September 15*.

The event kicks off at 1 p.m. at the J.W. Marriott, 14th and Pennsylvania Avenue.



A shuttle bus will leave from the front of Headquarters at 12 noon and 12:30 p.m. and depart from the hotel at 2:30 and 3 p.m.

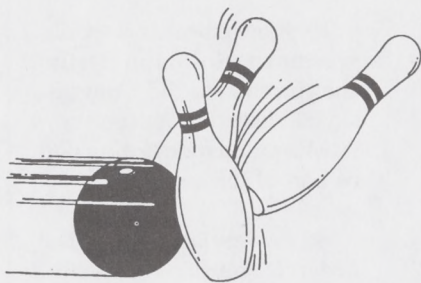
AXD invites all FAAers to the event.

Florida Retirees. Florida FAA Retirees are planning their 30th annual reunion at the Orlando Heritage Inn, 9861 International Drive, Orlando, Friday and Saturday, October 30-31.

All FAA retirees are invited.

For more information call Raymond Knispel, (904) 788-5174, or Edward Malo, (904) 788-0377.

Mixed Bowling. The FAA winter mixed bowling league is looking for additional members. All DOT employees, along with family and friends, can sign up as individuals or teams.



The league meets every Thursday at 6 p.m. at Fair Lanes Seminary Bowling Center.

To sign up, or receive additional information, call Jerry, x79720, Karen, x78583, or Michelle, x78572.

Black Conference. The National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its 16th annual conference in Virginia Beach, at the Cavalier Hotel, Wednesday through Saturday, September 23-26.

This year's theme is "Decade of Destiny—The Future is Now."

Workshops, presentations and seminars will address cultural awareness, diversity, career development and other mutual concerns.

An invitation has been extended to area schools to attend the coalition's Education and Recruitment Day on Wednesday, September 23. FAA recruiters and coalition corporate members will be available to answer questions. Aviation displays and education materials will be provided.

The registration fee until September 11 is \$70 for members and \$100 for

non-members. On-site registration is \$80 for members and \$110 for non-members.

For more information, contact conference coordinator Annette Baldwin, (718) 553-0426, or Hannah Dixon, ACN-600, (609) 484-4324.

Software Engineering. The Engineering Specialties and Configuration Management Support Division, ASE-600, is sponsoring a Software Engineering Workshop on Tuesday and Wednesday, October 27-28, at the Omni Shoreham Hotel, 2500 Calvert Street, NW, Washington, DC.

The workshop aims to improve the software acquisition process.

For more information contact Susan Gardner, ASE-600, (202) 646-5637.

The First Air War. The National Air and Space Museum is sponsoring a lecture by John Morrow, noted authority on early German aviation, on Tuesday, September 29, at 7:30 p.m. The topic will be "Remembering the First War in the Air."

His book, *To Hold the Skies: Air Power in World War I*, will be published by the Smithsonian Institution Press in late spring 1993.

TV-TEN. It's easy to get an announcement on DOT's new TV-TEN.

Just fill out a special broadcast request form, get it signed by a supervisor and submit it to Patty Fogarty, the new service's editor.

The forms are available in the DOT and FAA Offices of Public Affairs.

For more information, contact Fogarty at the DOT Office of Media Relations and Special Projects, A-20, x65564, fax x67211.

FAAers can watch the Transportation Employee Network on several monitors in the FAA Headquarters, Nassif and Coast Guard buildings.

Three Weeks, Please. *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 ad-

vance of the event.

If we receive it by 4:30 p.m. Tuesday, it will appear in the next issue.

Bring *Flightplan* announcements to room 909-B or call x77311.

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.

Healthbeat

Blood Pressure Checks. Get your blood pressure checked on Wednesday, September 9, from 11 a.m. to 2 p.m. in conference room 9AB.

The mini blood pressure clinic also gives FAAers a chance to learn how to take blood pressure. Pamphlets on hypertension will be available.



Shed Pounds. The Headquarters Health Awareness Program coordinator is sponsoring an eight-week Weight Management Program, beginning Wednesday, September 23. Participation is limited to the first 40 applicants.

Sign-up sheets are available in the clinic, room 327.

Healthy Heart. September is cardiovascular health awareness month.

Heart attacks are the leading cause of death in America.

This year, as many as 1.5 million Americans will have a heart attack and about 500,000 of them will die. As many as 300,000 heart attack victims die each year before they reach the hospital.

For more information about the disease, employees can stop by the clinic, room 327, and pick up a copy of the American Heart Association's fact sheet on heart attack, stroke and risk factors.

Hispanic Heritage Month

FAA Kicks Off Celebration on September 18

Events are scheduled throughout DOT in the next few weeks to mark National Hispanic Heritage Month, September 15 through October 15.

This year's theme is "500 Years of Hispanic Heritage...Contributing to America's Progress."

Here is a list of activities open to all DOT employees.

→ **Tuesday, September 15.** The U.S. Coast Guard celebrates National Hispanic Heritage Month at 11:30 a.m. in the Nassif building, room 2415. Entertainment and food will be provided by the Spanish Dance Society.

→ **Friday, September 18.** FAA's opening ceremony will be held at 10 a.m. in the third-floor auditorium.

Keynote speaker is retired Air Force Colonel Gil Coronado.

A distinguished Hispanic leader, Coronado initiated the public law that established National Hispanic Heritage Month and was lauded for his efforts by President Reagan at a White House ceremony in 1988.

During Coronado's highly decorated military career, he was inducted into the Army Officers Candidate "Hall of Fame" in recognition of his military achievements.

→ **Tuesday, September 22.** DOT's opening ceremony will be at 10 a.m. in the Nassif building, room 2230.

DOT Deputy Secretary Arthur Rothkopf kicks off the event.

→ **Wednesday, September 23.** FAA's Hispanic Heritage Committee sponsors a one-hour career seminar on "Career Planning for the Federal Sector," at 12 noon in FAA conference room 9ABC.

The U.S. Coast Guard sponsors a musical celebration by "Latin Fire" at 11:30 a.m. in the Nassif building cafeteria.

→ **Thursday, September 24.** DOT sponsors a mu-

sic, food and dance festival at 11:30 a.m. in the Nassif plaza.

→ **Wednesday, September 30.** FAA's Hispanic Heritage Committee sponsors a one-hour career seminar on "Building Blocks to the Senior Executive Service," at 12 noon in FAA conference room 9ABC.

→ **Thursday, October 1.** The U.S. Coast Guard sponsors a Hispanic observance program in the Nassif building, room 2415.

Keynote speaker is Congressman Solomon Ortiz, chairperson for the Congressional Hispanic Caucus.

Music and food tasting will be part of the event.

→ **Friday, October 2.** The Federal Transit Administration sponsors a musical review by Jesse Rodriguez at 2 p.m. in the Nassif building, room 8236.

→ **Tuesday, October 6.** The Hispanic Employees Council sponsors a luncheon at the McNair Officers' Club at 11:30 a.m.

→ **Wednesday, October 7.** FAA's Hispanic Heritage Committee sponsors a one-hour career seminar on "Air

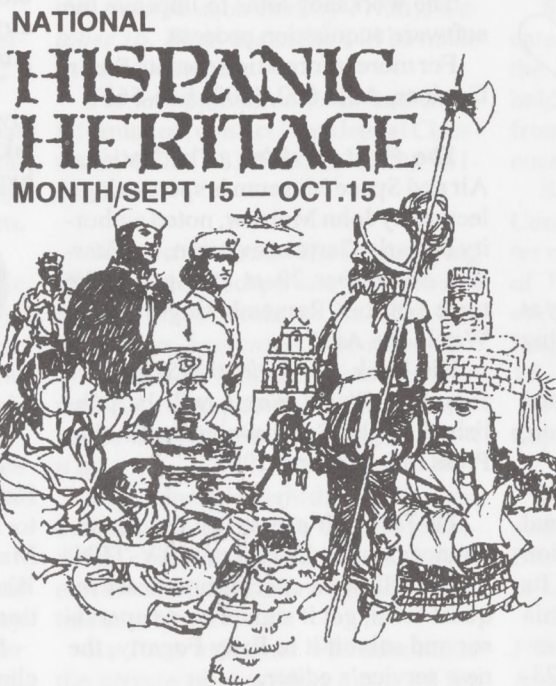
Traffic Career Development Programs," at 12 noon in FAA conference room 5ABC.

The U.S. Coast Guard shows the film "The Crossing," at 11:30 a.m. in the Nassif building, room 2415.

→ **Wednesday, October 14.** FAA's final event will be at 11 a.m. in the Headquarters building lobby. It features musical entertainment from the Andean region of South America and food samplings from Latin America.

The U.S. Coast Guard presents music by Mariachi Los Amigos at 11:30 a.m. in the Nassif building cafeteria.

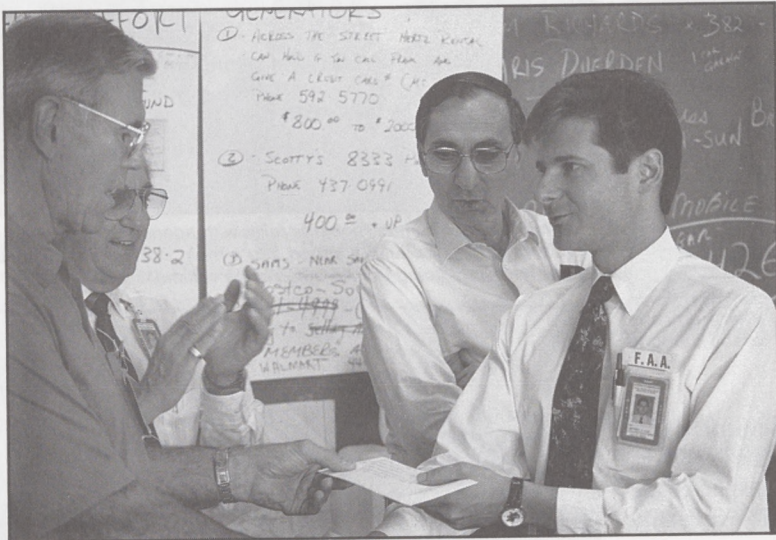
During the month-long activities, the geography, art, Latin American civic leaders and demographic displays will be featured in the FAA Headquarters building lobby.



Headquarters Intercom



U.S. Department of Transportation
Federal Aviation Administration



Helping Hurricane Victims

FAA Administrator Thomas Richards, left, presents \$1,300 to the agency's south Florida relief coordinator Matthew Deak at the Miami enroute center. The money was raised during the first few hours of a Headquarters relief drive. Several other FAA officials toured the devastated area including Airway Facilities' Arnold Acquilano, second from right. Turn to page 2 for photos of the stricken area and an update on the relief effort.

Highlights

It's Tremendous. "The support and help has been tremendous. In just the past few weeks, I've really gotten to know people I've worked with for seven years," says Matthew Deak.

Deak has a vital job these days. As coordinator of FAA's south Florida relief effort at the Miami enroute center, Deak says the tragedy of Hurricane Andrew has pulled people together.

"Everybody's helping. Any previous racial and economic barriers in the Miami community have come down," says Deak, a quality assurance specialist at the center.

Bucks for College. Children of Headquarters FAAers have won \$500 scholarships. Details on page 6.

Heartwarming Chili. FAAers from throughout the country are sending donations to fellow workers devastated by Hurricane Andrew and Typhoon Omar.

Alaskan Region workers pitched in, too. They raised \$2,000 during a chili feed on August 27 and wired the money to Miami.

Signs of the Time. Need to brush up on sign language techniques? Check out *Flightplan* on page 7.

turn to **Highlights** on page 3

Picture Perfect

Cafeteria Goal: Food Imitating Art

Forget breakfast at Tiffany's.

How about lunch with Andy Warhol? Or snacking with Picasso or Monet? It's possible—sort of—right here at Headquarters.

In another step to upgrade the cafeteria, reproductions of art pieces from galleries and artists across the country now hang throughout the eating areas of the cafeteria.

The art covers a wide range of styles. In addition to some familiar prints by the world famous, the collection also includes works from contemporary American artists.

At a recent ceremony, FAA Administrator Thomas Richards dedicated the artwork and thanked members of the Headquarters Employee Participation Group (EPG) and all those who donated the art.

"I particularly want to thank Paul Steucke of Public Affairs who spearheaded the project," Richards said.

Working with the employee group, Steucke canvassed art galleries and artists nationwide, receiving 77 donations valued at about \$6,000.

During the August 25 event, Richards said there is a vital connection between the workplace environment, job satisfaction and productivity.

Richards, who frequently eats in the cafeteria, said that "FAA needs to make the workplace as comfortable as possible for employees."

"Our ultimate goal is to upgrade the cafeteria, including food quality, to bring it up to the standards of the art-

turn to **Cafeteria Upgrade** on page 8

Hurricane Update

Headquarters FAAers Pitch in to Aid Fellow Workers



An FAAer's car lies near the Tamiami airport runway after Hurricane Andrew's ferocious winds blew it out of a parking lot and tossed it around the ground.

Money and goods are still being collected at Headquarters to help the more than 150 FAAers who suffered devastating personal losses from Hurricane Andrew.

More than \$3,500 was donated to FAA hurricane victims during the first week of the Headquarters relief campaign.

'I am particularly impressed with the way so many FAAers are pitching in to help those who suffered losses.'

Thomas Richards
FAA Administrator

A first shipment of 55 boxes, including food, toiletries, clothing, shoes, toys and batteries, left Headquarters on September 3 for Florida's Opa Locka airport. The same day, Airway Facilities raised \$550 from a bake sale and cake raffle.

Spearheading the drive are FAA employee participation groups (EPGs), in cooperation with the Headquarters Employee Participation Group (HEPG).

Administrator Thomas Richards, who inspected the south Florida damage on August 31, presented checks totalling more than \$1,300 to FAA's relief coordinator in Miami—the amount

donated by Headquarters employees which was quickly collected in just a few hours the previous Friday.

"I am particularly impressed with the way so many FAAers are pitching in to help those who suffered losses," Richards said.

Richards visited agency workers at the Miami enroute center and airport tower, Tamiami airport and the Opa Locka airport which is one of the storage and distribution areas for relief supplies.

"Headquarters employees again have demonstrated their compassion and generosity and are really coming through," said Headquarters EPG chair Bob Cripe.

Those wishing to contribute should contact their organization's EPG rep-



Administrator Thomas Richards talks with agency relief workers who have turned the Opa Locka airport into a main storage and distribution center for goods going to FAA's hurricane victims.



A hangar at the Tamiami airport proved no match for Andrew's fury. The storm's high winds wrecked the facility and the planes it housed.

resentative, Bob Cripe, x78211; or Gib Shade, ATP-110, x79349, who is coordinating the relief effort at Headquarters.

All checks should be made payable to FAA South Florida Relief Fund, account number 8738-2.

Non-perishable goods are also being collected. In addition to money, desperately needed items include canned and boxed food, manual can openers, medical supplies, personal hygiene products, sunscreen, flashlights and batteries, insect repellent, clothes lines and pins, liquid hand, dish and laundry detergent.

Monetary contributions may also be sent directly to the Miami Employee Association, Miami ARTCC, 7500 NW, 58th Street, Miami, FL 33166.

Highlights *from page 1*

Opportunity for All. Pledging to vigorously promote diversity," DOT Secretary Andrew Card sent a message to all employees stating that "our transportation mission is immeasurably enriched by the talent and commitment of a diverse work force."

He stressed that no one at the Department will be denied opportunities because of race, color, religion, sex, age, national origin or disability.

The August 14 statement defines diversity as a practice that includes everyone and provides opportunities for all segments of the work force in hiring, development, promotion and retention.

Millions for Airports. The FAA has approved more than \$350 million in allocations under the Airport Improvement Program during the third quarter of the 1992 fiscal year.

The money went to 47 states and two territories for 312 planning and development projects.

More than \$250 million went to 159 projects at primary airports. Another \$40 million was allocated for 80 projects at general aviation airports and \$41 million was approved for 46 projects at reliever airports.

Automation Comes to IDPs

Plans Soon to be Easier to Update, Originate

Have you ever wondered if an individual development plan—IDP for short—is worth the effort? Or what really happens to it once it's completed? Is there an easier way to originate and maintain an IDP?

A new automated package makes it simpler to create and review the status of individual development plans. It is being tested in the Central and Western-Pacific regions.

The automated IDP program is part of the Office of Training and Higher Education's Training Management Information System (TMIS).

Liz Mohr, program manager, says the TMIS approach uses pre-programmed generic plans for specific careers based on job profiles. Informa-

tion on when and in what order to take courses is included.

Promoting Minority Business. DOT has signed a cooperative agreement with the Service Corps of Retired Executives Association in an effort to increase participation of minority, women-owned and disadvantaged businesses in Department programs.

The organization will publicize DOT programs and services in its newsletter, which is distributed nationwide through a network of local chapters, minority business communities, procurement officials and government agencies.

It will also provide technical assistance to disadvantaged and minority firms in developing ways to market the availability of their businesses.

During the next six years, the Department will have available over \$18 billion for small and disadvantaged businesses.

Flying First. A Honolulu man reports setting a world record for the fastest flying time between San Francisco and Honolulu with a piston-engine aircraft.

The pilot, Ted Miller, flew a Twin-Comanche from Oakland Airport to Honolulu Airport in a little more than

four hours. This is a record for light-piston, twin-engine aircraft under 6,500 pounds.

Miller reports his average speed as just under 168 miles per hour, 20 miles per hour faster than the previous record.

A Real Hoot. A family of burrowing owls set up housekeeping near the new Denver International Airport, delaying a runway grading project by three to four weeks.

The Migratory Bird Treaty Act makes it a crime to disturb them, but the feathered flock will be leaving on their own in October. Airport officials will then move in and destroy their nesting holes, ensuring they don't come back.

Denver International is still scheduled to open by the target date of October 29, 1993.

Safer Skies. Reports by pilots of near midair collisions continue a downward trend.

From January through July, pilots reported 199 near midairs to the FAA. That's a decrease from 203 during the first seven months of last year and down from 270 for the same period in 1990.

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.

Headquarters Intercom

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Increasing Capacity

New FAA Plan Aims to Cut Airspace Delays

Several capacity improvements aimed at reducing delays in the nation's airport and airspace system will be implemented within the next year.

Developed by the Office of System Capacity and Requirements, the Capacity Improvement Plan is designed to provide additional capacity at existing airports.

The plan will be implemented with relatively little financial investment or systems development.

It includes improvements in air traffic procedures, radar systems, high-resolution color displays for controllers, and increased use of multiple runways.

Anticipated gains range from three to

26 additional arrivals each hour. It is estimated that airports exceeding 20,000 hours of flight delay each year will grow from 23 in 1990 to 40 by 2000, unless capacity improvements are implemented.

Near-term initiatives include:

→ Simultaneous independent parallel approaches utilizing the precision runway monitor.

→ Improved dependent parallel approaches.

→ Reduced longitudinal separation on wet runways.

→ Dependent converging instrument approaches.

→ Simultaneous operations on wet intersecting runways.

→ Simultaneous instrument landing system and localizer directional aid approaches.

→ Flight management system transition to existing approaches.

The testing of these initiatives has been extensive, involving various validation methods including real-time simulations and live demonstrations at selected airports.

Implementation of the plan will result in increased operating safety. The initiatives will stimulate future developments in advanced surveillance, communication and automation systems.

The Office of System Capacity and Requirements has published a pamphlet outlining the initiatives, their intended purpose, an indication of which airports may benefit, and the target implementation dates. To obtain a copy, call (202) 267-7370.



Hundreds of FAAers and friends said farewell to Spann Watson last month during a retirement dinner to celebrate his aviation career that spans 50 years. Watson is one of the original Tuskegee airmen and the last of that group to leave government service.

A 1943 photo shows Watson, second from left, middle row, with other pilots of the 99th Fighter Squadron. The 99th went into combat in North Africa and Sicily during World War II. Other photo shows Watson at his August retirement gala attended by 550. Watson holds a plaque commemorating his FAA service.

Watson retired from the agency's Office of Air Traffic System Management at Headquarters.

Read more about Watson in the September issue of DOT Today.

Spann Spans 50 Years



Better Pay, But...

Number of Hispanic Employees Lags at FAA

Hispanics hold better paying jobs at the FAA than in many federal agencies, but they still lag behind in the number of employees.

The agency is trying to boost Hispanic employment and keep the ones it already has, FAA Administrator Thomas Richards said.



FAA Administrator Thomas Richards is pictured with outgoing national coalition president Rene Matos, left, and the group's president Monica Burton.

Richards, who spoke to the National Hispanic Coalition of FAA Employees meeting in Chicago last month, believes the agency is on the right track. But it needs more coalition members to become mentors for Hispanic and minority recruits.

He said mentoring is effective in cutting the number of minorities who drop out because they lack positive support, become overwhelmed and discouraged.

Mentors are vital to FAA's new "train to succeed" program which is becoming part of all agency training and "will help us hold on to our new minority employees," Richards said.

He urged the coalition to actively recruit Hispanics and find "the best and the brightest."

He suggested they go to colleges with large Hispanic enrollments, talk to students and represent the FAA at fairs.

"Tell them about the FAA's modernization plans and the revolutionary developments in air traffic control,"

Richards said.

"There's no more exciting story around...and it will stir their imagination, maybe even entice some into seeking careers in the FAA."

Richards told his audience that a major Latino group recently reported that fewer than 6% of all federal workers

are Hispanic and the majority of those are in low-paying jobs.

FAA's work force is about 4% Hispanic.

"That's better than we were just a few years ago," Richards said, "but it's far from keeping pace with the increases in the Hispanic population."

Richards, however, points to some FAA successes.

He said the agency has made "astonishing progress" in the types of jobs

Hispanics hold.

In many federal agencies, Richards said, Hispanics tend to have low paying jobs. At the FAA, "virtually 90% of Hispanics are in professional, administrative and technical positions. Only a few are in lower rung jobs," according to Richards.

In 1986, for example, only one Hispanic was a member of FAA's Senior Executive Service. Now there are five.

Adding Hispanics to the FAA work force, the Administrator believes, will help the agency achieve its diversity goals.

"With diversity, we get an infusion of creative energy. People from different backgrounds have different approaches to problem solving, different ways of working together, different views of what is important and why," Richards said.

"I'm convinced that for cultural diversity to pay off...for its promise to be fully realized...we must make every effort to recruit the best and the brightest."



Tops in the Nation

The Headquarters chapter of the Hispanic Coalition of Federal Aviation Employees has won a nationwide award. At the Hispanic coalition's Chicago conference last month, Rosa Flores accepts the National Chapter of the Year Award from Rene Matos, the group's president. Flores is president of Washington's Capital Chapter. Other Headquarters officers are Francisco Estrada C., vice president; Dick Granholm, secretary; Rose Millar, treasurer; and Carmen Carrion, special assistant for public affairs.

FYI...

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.

Weekly. *Intercom* appears weekly.

\$500 Scholarships

Employee Group Helps Four Students Pay for College

Four college students are the first recipients of a newly-launched scholarship program sponsored by the Headquarters Employee Participation Group (HEPG) and the Office of Labor and Employee Relations.

A former FAAer and three children of FAAers each received \$500 stipends during a recent ceremony at Headquarters.

The scholarship winners are:

→ **Lisa Lewis.** She attends the University of Maryland and is the daughter of Kay Payne, special assistant to the Assistant Administrator for Civil Aviation Security.

→ **William Van Opstal.** He attends the University of Maryland and is the son of Eric Van Opstal, an inspector in Flight Standards Service, AFS-260.

→ **Tasha Thomas.** She attends George Washington University and is the daughter of Freddie Thomas, who works in the quality assurance branch, ASU-420, under the Associate Administrator for Contracting and Quality

Assurance.

→ **Nancy West.** She attends Prince George's Community College and was a former secretary with Civil Aviation Security.

Headquarters EPG chair Bob Cripe and Joe Noonan, director of the Office



Director of the Office of Labor and Employee Relations Joe Noonan, left, and Headquarters EPG Chair Bob Cripe, right, congratulate scholarship recipients, left to right, William Van Opstal, Tasha Thomas, Nancy West and Lisa Lewis.

of Labor and Employee Relations, presented the scholarships at an August 17 ceremony in the MacCracken Room.

Cripe said the scholarship program is "just one example of the HEPG's efforts to bring about positive change for the employees it represents here at

Headquarters. We firmly believe that employees can and should help one another."

He added, "This program clearly demonstrates the benefits realized through cooperative efforts of employees and management working in partnership."

Noonan said he hopes the money would help "ease the cost of education" for the recipients.

Funds for the first scholarships came from a Headquarters account that contains money from building vendor commissions.

Cripe said the Headquarters EPG is exploring ways to increase the number and amount of scholarships in the future.

For the first scholarships, 30 FAAers submitted final applications earlier this summer. A selection panel reviewed the applications and selected the top four based

on established ranking criteria.

All Headquarters FAAers and dependents are eligible to apply for future scholarships.

Applications for the next round of scholarships are expected to be available next June.

Tuesday Tuesday Tuesday

Intercom is published weekly.

The deadline for items is *no later than 4:30 p.m. every Tuesday* 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 909B or call x77311.

Tuesday Tuesday Tuesday

Headquarters EEO Counselors

Reporting job discrimination or sexual harassment is easy at FAA Headquarters with 19 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 disability or reprisal, must first consult with an Equal Employment Opportunity counselor within 30 calendar days of the matter. If the complaint stems from a personnel action, a counselor should be contacted within 30 calendar days of its effective date.

Here are the routing symbols and telephone number of the Headquarters EEO counselors.

Mary Jo Blount, AIR-110, x79561
Brian Calandine, AFS-250, x79531
Carmen Carrion, ASF-10, x77067
Warren Davis, ATP-216, x79224
Annette Eldridge, AHR-130, x77189
Patricia Haynes, ANR-120, 606-4614
Ron Jennings, ASM-120, x77911
Ida Klepper, ARM-100, x79688
Michael Lam, ASM-330, x78310
Valinda Lewis, AIA-100, x73230
Harkey Mayo, ASF-3, x66433
Lola Palmer, ASU-310, x77690
Helen Penn, ABU-220, x76634
Samuel Petitto, AIT-500, x77444
Delores Powers, AAM-120, x61114
Michael Scott, ATZ-320, x77161
Mike Smith, ARM-107, x78738
Kimberly Waiters, APN-100, x78084
Sheila White, AHR-130, x77184

Flightplan

Learn to 'Sign.' A sign language refresher course will be held *Tuesdays and Thursdays, September 15 through December 15*, at 12 noon in conference room 5AB.

The course is sponsored by the Office of Civil Rights and the Federal Women's Program Committee.

To register, or for more information, call Doretha Robinson, x78962.

Wanted: Facilitators. If you like working with people and have good communications skills, the Headquarters facilitator program wants you.

The program is recruiting new members to become ad hoc facilitators of Headquarters management teams, work groups and special task forces.

Briefings will be held on *Thursday, September 24, and Monday, September 28*, at 10 a.m. in conference room 5A and 5C, respectively.

Applications are due *Friday, October 2*. Applicants will be screened during October and training is scheduled for November 13-20. Final selections will be made by November 29.

Those who cannot attend the briefing may pick up application packets in the reception area of the Human Resource Management Division, room 516.

For more information, contact Joan Guarino or Mary Cotton, AHR-104, 376-7126 or 376-7127.

Career Advancement. A seminar on "Career Planning for the Federal Sector" will be held on *Wednesday, September 23*, from 12 noon to 1 p.m. in conference room 9ABC.

Sponsored by the National Hispanic Coalition of Federal Aviation Employees and the Hispanic Heritage Committee, the seminar targets new federal recruits and employees stuck in "dead-end" jobs.

Interested in attending? Call Rose Millar, AAA-300, x79005, to make reservations.

AF Awards. The Airway Facilities third annual national awards ceremony

will be held on *Thursday, September 17*, in Union Station's Columbus room at 10 a.m. Pre-ceremony activities will begin at 9 a.m. with coffee being served.

Shuttle bus service will be provided between FAA Headquarters and Union Station.

The event honors nominees and recipients of awards under the Airway Facilities peer nomination program.

For more information, and shuttle bus schedule, call Lorelei White, AAF-32, x77979.

Volunteer Teachers. A national program that brings students to Washington, DC, needs volunteer teachers who are willing to donate one-week of their time.

It's called the Presidential Classroom for Young Americans. Week-long "classes" will run between *January 16 and June 26* next year. The program attracts 3,000 students from across the country.

Volunteer instructors are expected to devote seven days, including evenings and weekends, to the program from about 7 a.m. to 11:30 p.m. daily.

Applications for volunteer instructors must be submitted by *Friday, October 16*. Final decisions will be made in mid-December.

For an application form and more information, contact Presidential Classroom, (703) 683-5400 or (800) 441-6533.

Ground School. The FAA Flying Club will conduct private pilot ground school for ten weeks on *Tuesdays and Thursdays, beginning September 22*.

Classes are held from 6 to 9 p.m. in the FAA Headquarters building. Parking is available in the garage after 4 p.m.

Topics include flight theory, engines, instruments, air traffic control procedures, communications, weather, federal aviation regulations and other pertinent subjects.

An FAA examiner will administer the private pilot written exam on the last night, satisfying the license requirement.

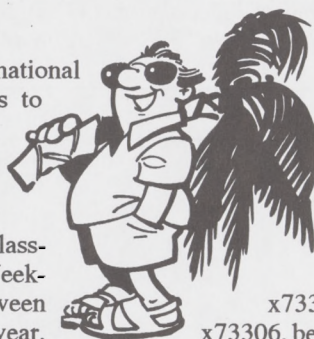
Textbook and materials cost \$140. Employees who have previously completed the course and desire a refresher are welcome.

For more information and the exact room number, call Dick Bair, x66421.

A Retirement Forecast. FAA's Chief Forecaster Gene Mercer, APO-110, is forecasting his own retirement on or about October 2.

A luncheon is being planned in his honor at the Fort McNair Officers' Club on *Tuesday, September 29*. The cost is \$18.

To sign up, or for more information, call Mike Hartmann, x73325, or Jack Smith, x73306, before September 21.



Florida Retirees. Florida FAA Retirees are planning their 30th annual reunion at the Orlando Heritage Inn, 9861 International Drive, Orlando, *Friday and Saturday, October 30-31*.

All FAA retirees are invited.

For more information call Raymond Knispel, (904) 788-5174, or Edward Malo, (904) 788-0377.

SES Tips. A panel discussion on "Building Blocks to the Senior Executive Service" will be held on *Wednesday, September 30*, from 12 noon to 1 p.m. in FAA conference room 9ABC.

Panel members are Lynne Osmus, director of Civil Aviation Security Operations; Darlene Freeman, associate administrator for Aviation Safety; Theresa Trujeque, DOT deputy director of Personnel; and Debbie Conway, Candidate Development Program manager.

An interpreter will be provided for the hearing impaired.

Sponsored by the Hispanic Heritage Committee and the Headquarters chapter of the National Hispanic Coalition of Federal Aviation Employees, the event is part of a celebration marking Hispanic Heritage Month.

Flightplan *from page 7*

For more information, call Cecilia Capestany, ACI-200, x73231.

Black Conference. The National Black Coalition of Federal Aviation Employees (NBCFAE) will hold its 16th annual conference in Virginia Beach, at the Cavalier Hotel, *Wednesday through Saturday, September 23-26.*

This year's theme is "Decade of Destiny—The Future is Now."

Workshops, presentations and seminars will address cultural awareness, diversity, career development and other mutual concerns.

FAA Administrator Thomas Richards and Virginia Governor Douglas Wilder are scheduled to speak during opening ceremonies.

On-site registration is \$80 for members and \$110 for non-members.

For more information, contact conference coordinator Annette Baldwin, (718) 553-0426, or Hannah Dixon, ACN-600, (609) 484-4324.

Software Engineering. A software engineering workshop will be held *Tuesday and Wednesday, October 28*, at the Omni Shoreham Hotel, 2500 Calvert Street, NW, Washington, DC.

The workshop aims to improve the software acquisition process.

It is sponsored by the Engineering Specialties and Configuration Management Support Division, ASE-600, and the agency's Software Engineering Speciality Group (SESG).

For more information contact Susan Gardner, ASE-600, (202) 646-5637.



FAA Administrator Thomas Richards, right, unveils dedication plaque, along with Headquarters Employee Participation Group Chair Bob Cripe, left, and Public and Employee Communications Division Manager Paul Steucke.



Employees gather in cafeteria to admire the newly-dedicated artwork.

Cafeteria Upgrade

from page 1

work now displayed," said Richards.

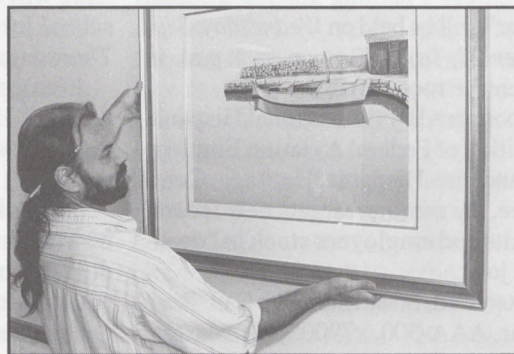
Headquarters EPG Chair Bob Cripe thanked Arnold Aquilano, Associate Administrator for Airway Facilities, for making the project possible by installing the pieces.

Speaking for Aquilano, Ed Kelly, deputy associate administrator for Airway Facilities, said FAA plans to work with the General Services Administration and Service America to completely redesign and refurbish the cafeteria "within the next year or so."

The plans include separate service bars for salads, hot and cold entrees, sandwiches and desserts.

Richards unveiled a plaque dedicated to the many art galleries, individuals and artists who made donations. It is permanently displayed in the dining room entrance.

A portfolio describing the artwork is available in Public Affairs.



Workman hangs print in cafeteria.



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

Headquarters Intercom

Getting Ready for 2010

Airway Facilities Launches Strategic Plan

To meet aviation's next century head-on, Airway Facilities is launching a new strategic plan.

"Airway Facilities is taking command of its future," says Arnold Aquilano, Associate Administrator for Airway Facilities. "We have a solid team and an equally solid process."

Aquilano also says that the organization will continue to be open and flexible in its effort to integrate planning efforts. "We will not be the 'silent

service' any longer," he said.

As part of its strategic planning, members of the Airway Facilities executive board recently held a two-day session with aviation industry representatives to discuss future trends in system management operations control centers.

The fourth in a series of executive board meetings and the first of its kind, the industry session was a direct result
turn to Strategic Plan on page 3

Highlights

Get Ahead. Is a senior executive service career in your future? Find out how others made it in *Flightplan* on page 4.

Card on Diversity. DOT Secretary Andrew Card answers questions about work force diversity in the September issue of *DOT Today*.

Hispanic Leaders. Monica Burton, an equal employment opportunity specialist at Oklahoma City's Aeronautical Center, is the new president of the National Hispanic Coalition of Federal Aviation Employees.

Burton's term begins October 1 when she takes over from Rene Matos.

The coalition's other new national officers are Luis Ramirez, vice-president; Nora Leal, director of public affairs; Cindy Korn, director of administration; Lucio Aguilar, director of resources; and Diana Lopez-Story, director of women's initiatives.

International Traffic. Global scheduled passenger traffic, which rose an average of 5.7% annually from 1980 through 1990, is expected to grow an average of 5% a year through 2001, according to an International Civil Aviation Organization forecast.

The number of passengers carried is expected to rise at an annual rate of 4% and reach 1.8 billion passengers a year by 2001. The increase is down from the 4.5% average jump in the 1980-90 period.

ICAO estimates that worldwide cargo traffic will rise quicker than passenger traffic through the end of this

turn to Highlights on page 2



Pulling Together

FAAers unload donated lumber from an agency plane at Florida's Opa Locka airport. The building supplies went to scores of south Florida FAA workers to help them rebuild wrecked homes. As of September 10, the agencywide South Florida Relief Fund raised \$82,000 in cash of which \$57,000 has already been distributed. Agency employees across the country also donated 210 tons of goods. More than 400 FAAers have worked long hours to help fellow workers. They made 600 trips delivering the supplies in the first two weeks after Hurricane Andrew hit. The supplies were delivered by plane, car and truck. Headquarters FAAers can still contribute money to the fund through their organization's Employee Participation Group representative.

Highlights *from page 1*

century, increasing at an annual rate of 6.5%. In the past decade, freight traffic increased an average of 7.3% a year.

Outstanding Service. Western-Pacific Region's Ruth Grasel was recently honored with the Los Angeles Federal Executive Board's distinguished public service award.

Grasel, an accident prevention specialist, was cited for her professionalism, enthusiasm and cooperative spirit leading to the publication of a monthly accident prevention newsletter for pilots in the Western-Pacific Region.

Grasel earned her flight instructor and commercial pilot certificates in an era when the aviation industry didn't accept women pilots. Unable to receive pilot training in the military like her male counterparts, Grasel attained her credentials by working as a flight instructor and charter and corporate pilot.

Air Traffic Kudos. Newark tower employees were recently honored by executives of Northwest Airlines for their part in helping the airline maintain a "number one on-time rating."

Airway Facilities and Air Traffic FAAers were presented with the airline's "Partners in Service" plaque at a recent ceremony where they were commended for the reduction of air traffic control delays.

Employees were cited for their "collective efforts in improved public service," which contributed to the airline's success.

Quality Training. A computer based instruction course on "Managing Voluntary Disclosure Cases" has been developed by the Field Programs Division of the Flight Standards Service.

Sent to all Flight Standards division and district office managers, the course includes voluntary disclosure background information, basic program criteria, and interactive case studies. Designed as a teaching tool, it operates on standard Office Automation Technology and Services—OATS for short—systems.

Every inspector in the Flight Standards organization is expected to complete the course.

This is part of the Flight Standards commitment to provide its employees with timely and quality training.

Research Awards. Awards of \$6,000 for public sector aviation research papers will be granted to as many as seven graduate students under a program sponsored by the FAA. It is administered by the Transportation Research Board, a unit of the National Research Council.

The program is intended to stimulate thought, discussion and research on public sector aviation issues by those who may become future aviation managers and policymakers. Its focus is on technical and management innovations that will help the public sector provide quality civil aviation services and facilities into the next century.

Completed applications must be received by November 2 at the board's Washington, DC, headquarters.

For more information, brochures and applications, contact:

*Graduate Research Award Program
Room GR 326E
Transportation Research Board
2101 Constitution Avenue, N.W.
Washington, DC 20418
(202) 334-3206*

Denver Update. The FAA is asking for public comment on the relocation of the Denver Terminal Control Area from Stapleton to the new Denver International Airport.

The action was detailed in the August 26 *Federal Register* and the comment period runs for 60 days.

FAA has worked with local aviation interests to formulate the new TCA design to make sure needs would be

addressed for air carriers, the military and general aviation using other Denver airports.

Two-Sided Copying. DOT encourages employees to use the two-sided copying feature found on most agency duplicating machines.

Doing so results in less paper use—that means cutting fewer trees and using less energy for paper manufacturing.

DOT, along with other government agencies, has an active paper recycling program in place and wants to do more.

Two-sided copying not only cuts paper and mailing costs, but reduces storage space and strain on the environment.

Extra Room? Co-op students from across the country who work at the FAA often confront sticker shock when they try to find accommodations for their stint in the nation's capital.

To ease the financial crunch, FAAers who own rental property or have an extra room or know of reasonably-priced accommodations are asked to contact Fred Williams, x77963, of Human Resource Management's recruitment section, AHR-152.

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



Ruth Grasel

Headquarters Intercom

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Strategic Plan

from page 1

of the Airway Facilities soon to be published strategic plan. Centering around agency business systems and services, the session represents the plan's objective of meeting with external organizations to discuss technology and share experiences. It included presentations from industry officials on moving from hands-on maintenance to real-time operation control center technology.

Airway Facilities' effort began in August 1991, with the Strategic Planning Programs Branch, AAF-31, taking the lead in researching, developing, and organizing the plan.

The Airway Facilities executive board serves as the plan's primary decision-makers. Chaired by Aquilano, it includes the organization's deputy associate administrator, special assistant, service directors and the nine regional division managers.

To date, the executive board has met three times to review the planning process, develop strategic issues, decide future organizational structure, and devise a concrete plan. They plan to meet quarterly to address significant issues researched and compiled by the Strategic Planning Staff.

The board believes that its most challenging question is: "What are the services Airway Facilities will provide in the year 2010?"

Members of the planning staff recently briefed the executive director for System Operations and the operational planning management team on the plan.

The group has also hosted three workshops on the planning process for Airway Facilities Headquarters managers, regional deputy division managers and Capital Investment Plan coordinators.

In order for the process to work, the executive board first agreed on the Airway Facilities mission and organizational values. They arrived at a consensus on agency and Airway Facilities mandates.

Other components of the planning process include:

turn to *Planning* on page 4



Members of the Airway Facilities executive board meet with aviation industry representatives to discuss future trends in system management operations control centers.

Learning about Hispanic Culture

Heritage Month Kicks Off at DOT September 22

Events are scheduled throughout DOT in the next few weeks to mark National Hispanic Heritage Month, September 15 through October 15.

This year's theme is "500 Years of Hispanic Heritage...Contributing to America's Progress."

Here is a list of activities open to all DOT employees.

→ **Tuesday, September 22.** DOT's opening ceremony will be at 10 a.m. in the Nassif building, room 2230.

Keynote speaker is Abel Lopez, chair, DC Council on Arts and Humanities.

→ **Wednesday, September 23.** FAA's Hispanic Heritage Committee sponsors a one-hour career seminar on "Career Planning for the Federal Sector," at 12 noon in FAA conference room 9ABC.

The U.S. Coast Guard sponsors a musical celebration by "Latin Fire" at 11:30 a.m. in the Nassif building cafeteria.

→ **Thursday, September 24.** DOT sponsors a music, food and dance festival at 11:30 a.m. in the Nassif plaza.

→ **Wednesday, September 30.** FAA's Hispanic Heritage Committee sponsors a one-hour career seminar on "Building Blocks to the Senior Executive Service," at 12 noon in FAA conference room 8ABC.

→ **Thursday, October 1.** The U.S. Coast Guard sponsors a Hispanic observance program in the Nassif build-

ing, room 2415.

Keynote speaker is Congressman Solomon Ortiz, chairperson for the Congressional Hispanic Caucus.

Music and food tasting will be part of the event.

→ **Friday, October 2.** The Federal Transit Administration sponsors a musical review by Jesse Rodriguez at 2 p.m. in the Nassif building, room 8236.

→ **Tuesday, October 6.** The Hispanic Employees Council sponsors a luncheon at the McNair Officers' Club at 11:30 a.m.

→ **Wednesday, October 7.** FAA's Hispanic Heritage Committee sponsors a one-hour career seminar on "Air Traffic Career Development Programs," at 12 noon in FAA conference room 5ABC.

The U.S. Coast Guard shows the film "The Crossing," at 11:30 a.m. in the Nassif building, room 2415.

→ **Wednesday, October 14.** FAA's final event will be at 11 a.m. in the Headquarters building lobby. It features musical entertainment from the Andean region of South America and food samplings from Latin America.

The U.S. Coast Guard presents music by Mariachi Los Amigos at 11:30 a.m. in the Nassif building cafeteria.

During the month-long activities, the geography, art, Latin American civic leaders and demographic displays will be featured in the FAA Headquarters building lobby.

Flightplan

Wanted: Facilitators. If you like working with people and have good communications skills, the Headquarters facilitator program wants you.

The program is recruiting new members to become ad hoc facilitators of Headquarters management teams, work groups and special task forces.

Briefings will be held on *Thursday, September 24, and Monday, September 28*, at 10 a.m. in conference room 5A and 5C, respectively.

Applications are due *Friday, October 2*. Applicants will be screened during October and training is scheduled for November 13-20. Final selections will be made by November 29.

Those who cannot attend the briefings may pick up application packets in the reception area of the Human Resource Management Division, room 516.

For more information, contact Joan Guarino or Mary Cotton, AHR-104, 376-7126 or 376-7127.

Career Advancement. A seminar on "Career Planning for the Federal Sector" will be held on *Wednesday, September 23*, from 12 noon to 1 p.m. in conference room 9ABC.

Sponsored by the National Hispanic Coalition of Federal Aviation Employees and the Hispanic Heritage Committee, the seminar targets new federal recruits and employees stuck in "dead-end" jobs.

Interested in attending? Call Rose Millar, AAA-300, x79005, to make reservations.

SES Tips. A panel discussion on "Building Blocks to the Senior Executive Service" will be held on *Wednesday, September 30*, from 12 noon to 1 p.m. in FAA conference room 8ABC. Please note the location has been changed from 9ABC to 8ABC.

Panelists will discuss SES program requirements, expectations and opportunities, while sharing their personal experiences.

Debbie Conway, Candidate Development Program manager, will kick off the event.

Panel members are Lynne Osmus, who began her FAA career as a GS-4 police officer at Dulles Airport and is now director of Civil Aviation Security Operations; Darlene Freeman, who started out as an FAA attorney and is now associate administrator for Aviation Safety; and Theresa Trujeque, who began with the Department of Justice as an employee relations specialist and is now deputy director of Personnel for DOT.

An interpreter will be provided for the hearing impaired.

Sponsored by the Hispanic Heritage Committee and the Headquarters chapter of the National Hispanic Coalition of Federal Aviation Employees, the event is part of a celebration marking Hispanic Heritage Month.

For more information, call Cecilia Capestany, ACI-200, x73231.

Florida Retirees. Florida FAA Retirees are planning their 30th annual reunion at the Orlando Heritage Inn, 9861 International Drive, Orlando, *Friday and Saturday, October 30-31*.

All FAA retirees are invited.

For more information call Raymond Knispel, (904) 788-5174, or Edward Malo, (904) 788-0377.

Software Engineering. A software engineering workshop will be held on *Tuesday and Wednesday, October 27-28*, at the Omni Shoreham Hotel, 2500 Calvert Street, NW, Washington, DC.

The workshop aims to improve the software acquisition process.

It is sponsored by the Engineering Specialties and Configuration Management Support Division, ASE-600, and the agency's Software Engineering Speciality Group (SESG).

For more information contact Susan Gardner, ASE-600, (202) 646-5637.

Three Weeks, Please. *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 4:30 p.m. *Tuesday*, it will appear in the next issue.

Bring *Flightplan* announcements to room 909-B or call x77311.

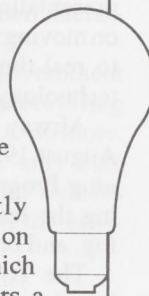
Lights Out

Employees Urged to Reduce Energy Costs

The building management staff is urging Headquarters employees to turn off all office lights before departing for the day.

There are currently 19,320 lighting fixtures on floors three through 10 which are in operation 24 hours a day. According to the General Services Administration, this results in an annual cost of about \$750,000.

Turning off all office, ceiling and furniture lighting fixtures would result in a savings of \$300,000 a year.



Planning

from page 3

➔ Identification of significant external influences, including forces, trends, those who have a stake in what Airway Facilities does and competitors.

➔ Identification of significant internal influences, including resources, current strategies, and performance indicators.

➔ Analysis of strategic issues.

➔ Strategic development, including identification of "gaps" and methods of filling them.

➔ Changing management proposals to lay out how Airway Facilities will "change" to achieve strategies.

➔ Ongoing education and integrated tactical planning of the entire process.

All top Airway Facilities officials who have attended the planning workshops have agreed on the importance of strategic planning and making it an integral part of the way Airway Facilities does business.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Focus on Safety

Aircraft Certification Launches New Program

The FAA is launching a new program to boost the quality of aircraft parts, increase safety and keep the United States aviation industry a global leader.

The new standardized way of complying with aviation regulations is part of the Aircraft Certification Service's

emphasis on quality.

After two years of program development, 21 Aircraft Certification Service engineers and aviation safety inspectors from across the country completed the first Aircraft Certification Systems Evaluation Program training course—called ACSEP for short.

As soon as the course ended, the group began conducting evaluations at U.S.-based aviation manufacturing facilities—including Bell Helicopter, Honeywell and MRC Bearing.

During the next year, 250 Aircraft Certification employees, including flight test pilots, will be trained to implement this new program.

"ACSEP is part of the
turn to Regulation on page 6



Aircraft Certification engineers and aviation safety inspectors from across the country attend the first Aircraft Certification Systems Evaluation Program training course.

Industry Drug Testing

Less Than 1% Positive Results Found in 1991

Less than 1% of the drug tests conducted on aviation industry employees for calendar year 1991 resulted in positive findings.

This is the second full year of drug testing of employees who work in, or apply for, aviation safety-sensitive or security-related jobs in the private sector.

During this period, aviation employees, including airlines, aviation repair facilities and contractors, conducted 279,881 drug tests. Of these, 2,673—or .96%—were positive.

This is the first year that aviation

contractors were tested. In addition, the frequency of random testing was increased from 25% to 50%, as required by FAA regulation.

The overall industry positive rate in 1991 was higher than the 1990 test results of .42% but the positive rate for employees and job applicants of airlines of all sizes remained about the same.

Pre-employment drug tests accounted for almost half, or 1,304, of the positive test results. Random tests accounted for 1,232 of the positive re-

turn to Drug Testing on page 6

Highlights

Charting FAA. This issue of *Intercom* contains a chart to help FAAers get to know the organization better. Turn to pages 4 and 5.

Generous FAAers. As of mid-September FAAers nationwide contributed more than \$100,000 and 210 tons of food and goods to help 200 agency workers who suffered severe losses from Hurricane Andrew. Money contributions may be sent to the South Florida Relief Fund, Miami ARTCC, 7500 NW 58th St., Miami, FL 33166.

turn to Highlights on page 2

More Trouble Relief Fund Set Up for Western-Pacific FAAers

For the second time in a month, a disaster relief fund has been set up for FAAers.

This time, employees in Western-Pacific Region—specifically Guam and the Hawaiian Island of Kauai—experienced Mother Nature's wrath. On August 28, Typhoon Omar raged through Guam, leaving inhabitants without running water and electricity. More recently, Hurricane Iniki slammed Kauai, damaging 85% of the island's buildings and homes.

While all 55 FAA employees are safe, they need financial assistance for basic necessities.

Employees wishing to contribute may send a check or money order to the following address:

Western-Pacific Disaster Fund
FAA Western-Pacific Credit Union
15000 Aviation Blvd., Room 1W10
Hawthorne, CA 90250

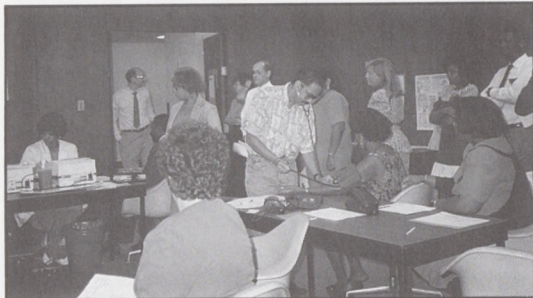
Highlights *from page 1*

Lights Out. The building management staff urges Headquarters employees to turn off all office lights before leaving for the day.

There are currently 19,320 lighting fixtures on floors three through 10 which are in operation 24 hours a day. According to the General Services Administration, this results in an annual cost of about \$750,000.

Turning off all office, ceiling and furniture lighting fixtures would result in a savings of \$300,000 a year.

Free Checks. Some 110 Headquarters FAAers took advantage of a



FAAers line up to get their blood pressure and cholesterol checked.

mini health fair earlier this month which offered free blood pressure checks and cholesterol screening. It's part of agency's Health Awareness Program.

For more information on the program, contact Headquarters coordinator Nancy O'Kane at the clinic, x73406.

De-icing Report. The Flight Standards Service has issued a 300-page report on FAA's international conference on airplane de-icing held last May in Reston, VA.

It includes comments and recommendations from a wide range of aviation experts from around the world.

Topics include aircraft design; ground de-icing and anti-icing systems; air traffic control and aircraft sequencing; de-icing personnel and procedures; and ice detection, recognition and crew training.

Spectrum Issues. The third and final 1992 Spectrum Issues Confer-

ence, sponsored by FAA and the Department of Defense, was recently held in Orlando, FL.

Hosted by Southern Region's spectrum management office, the conference was opened by Systems Maintenance Service Director Stan Rivers, who led discussions on several topics including:

→ Electromagnetic interference with FAA radar, communications, navigational aids and possibly traffic alert and collision avoidance systems (TCAS) due to military exercises and tests.

→ Implementation of more efficient channelization in the air-ground communications and navigational aids frequency bands, which, in some cases, require military equipment to be changed in order to receive air traffic services from FAA facilities.

→ Effects of military base closures and realignments on FAA operations and planning.

Similar conferences were hosted earlier this year by the Western-Pacific Region in Las Vegas and the Great Lakes Region in Chicago.

The two-day conferences, sponsored annually by the FAA Spectrum Engineering Division, assist in maintaining an ongoing dialogue with military services spectrum issues affecting air safety and commerce, and training military forces in the use of electronic countermeasures.

Cheaper Planes. FAA has established a new category of small airplanes designed for personal use that will be less expensive to build and maintain than is possible under existing rules.

While the economic benefits cannot be precisely determined, it is estimated that the simpler certification requirements for the new class of airplanes could save manufacturers a considerable sum of money on each new aircraft design.

Additional savings could be realized by the buyers through lower purchase and maintenance costs.

The new primary aircraft category will provide for small, single engine aircraft with maximum gross weight of 2,700 pounds. The planes also must have unpressurized cabins and hold no more than four people.

The new regulation was published in the September 9 *Federal Register*.

The rule will permit pilot-owners of primary category aircraft to perform an expanded range of special inspections and preventive maintenance, provided they successfully complete an FAA-approved maintenance training program.

Flight Standards Update. The Regulatory Support Division, AVN-100, in Oklahoma City, becomes part of Flight Standards on October 1.

The division's new routing symbol is AFS-600.

Dutch Pact. The United States and the Netherlands have taken a major step in liberalizing international aviation by agreeing to open their international aviation markets to each others' airlines.

The pact, announced September 4 by DOT Secretary Andrew Card, is the first under the department's "open skies" initiative which includes open entry and unrestricted capacity and frequency on routes, flexibility in setting fares and liberal charter and cargo agreements.

Headquarters Intercom

September 29, 1992
No. 92-37

Diane Spitaliere
Editor

Michael A. Malden
Art Director

Published weekly by
The Federal Aviation Administration
Office of Public Affairs
Employee Communications Branch
APA-340

800 Independence Avenue, SW
Washington, DC 20591
(202) 267-7311

It also provides the right to operate between any point in the United States and the Netherlands without restriction, including service to any intermediate and any beyond points, and the right to transfer passengers to an unlimited number of aircraft at international gateways.

New Phone Numbers. The Aeronautical Center in Oklahoma City has new phone numbers.

Callers should still dial the 405 area code, then a new prefix of 954 which replaces 680.

The previously-assigned *last* four digits of the old number remain the same.

Denver Milestone. The Terminal Radar Approach Control (TRACON) for the new Denver International Airport is the first complete building on site.

The \$12 million facility was turned over to FAA on September 17, by E.T. LaFore, Inc., the holder of the agency's largest minority construction contract.

The 64,000 square-foot facility will be one of the largest of its kind.

Equipment installation is expected to be complete next April, with air traffic controllers being trained on new airspace procedures throughout most of next year.

The facility will have 15 controller positions, three each for departure, arrival, final approach, instrument landing systems approach monitoring and approach control for satellite airports. It will control air traffic within 45 miles of the new airport.

Not So Fast. In the Highlights section of the September 15 issue of *Intercom*, it was reported that a Honolulu man set a world record for the fasting flying time between San Francisco and Honolulu with a piston-engine aircraft.

While Ted Miller did make record time, it wasn't quite as fast as reported in *Intercom*.

His actual time from Oakland Airport to Honolulu Airport was a little more than 14 hours, not four.

Disability Awareness Month

DOT Schedules Events Throughout October

DOT is kicking off National Disability Employment Awareness Month on *Friday, October 9*, in the Nassif building, room 2230, from 10 to 11:30 a.m.

Keynote speaker is Geri Jewell, actress and comedian, formerly with the NBC sitcom "Facts of Life."

The event is sponsored by the Federal Highway Administration. For more information, call Anne Audet, x66336.

Other events scheduled throughout the month are as follows.

Thursday, October 15. There will be a panel discussion conducted by various DOT employees with disabilities from 10 to 11 a.m. at the U.S. Coast Guard Headquarters building, room 2415.

Thursday, October 22. A second panel discussion will be held from 10 to 11 a.m. at the FAA auditorium on the third floor.

Both panels are being planned by the Office of the Secretary. For more information, contact Ken Tiktin, x65840.

Thursday, October 29. A disability awareness open house will be held from 10 a.m. to 2 p.m. in the Nassif plaza.

Vendor displays with the latest state-of-the-art computer equipment and information booths containing disability information will be available.

The event is sponsored by the Federal Transit Administration. Call Charlene Wilder, x62513, for more information.



That's Perseverance

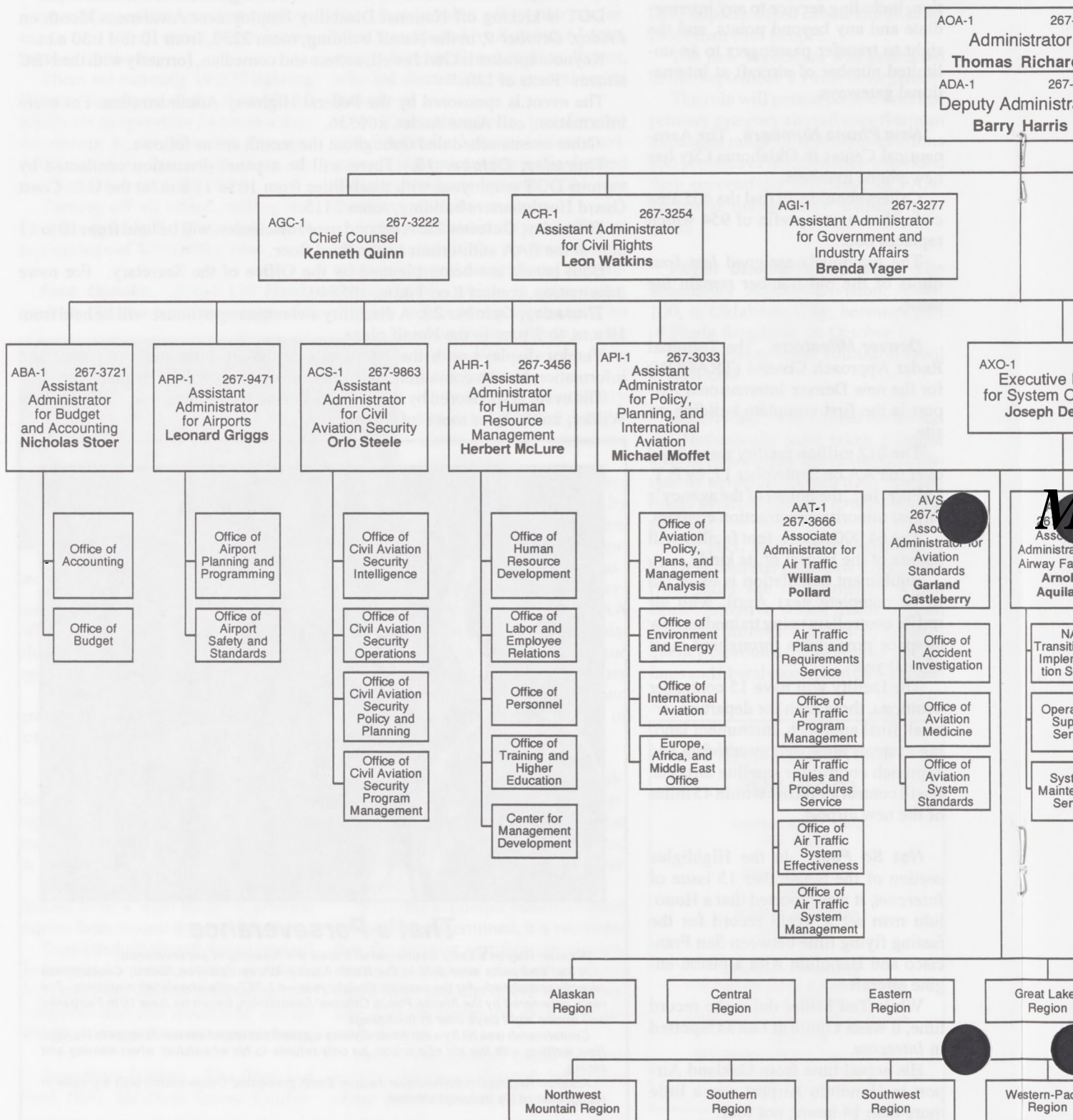
Alaskan Region's Larry Coutermarsh knows the meaning of perseverance.

A tool and parts attendant in the North Alaska Airway Facilities Sector, Coutermarsh recently completed—for the seventh straight year—a 1,367-mile wheelchair marathon. The race, sponsored by the Alaska Peace Officers' Association, began on June 19 in Fairbanks and ended eight days later in Anchorage.

Coutermarsh was hit by a car several years ago and sustained severe damage to his legs. Now walking with the aid of a brace, he only returns to his wheelchair when training and racing.

Alaskan Regional Administrator Jacque Smith presented Coutermarsh with a plaque in recognition of his accomplishment.

Federal Aviation Administration



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FAA Technical Center

Office of Integrated Safety Analysis

Office of Safety Information and Promotion

Office of Independent Operational Test and Evaluation Oversight

Great Lakes Region

New England Region

Western-Pacific Region

Mike Monroney Aeronautical Center

* All telephone numbers are in the 202 area code

Regulation *from page 1*

service's number one priority—continued operational safety," said Craig Beard, the service's director. "It will have a significant impact on aircraft certification in the near future."

The program's goal is to ensure that



Course instructor Hal Thibodeau chats with Tom McSweeney, deputy director, Craig Beard, director, and Phil Akers, ACSEP project manager.

aircraft and parts manufacturers are complying with federal aviation regulations. It applies standardized evaluation techniques to ensure the continued integrity of manufacturers' design data—subsequent to initial approval by the FAA or an FAA-designated representative—and production activities.

Together with industry representatives, Aircraft Certification directorates have come up with criteria for all evaluations. Six major systems have been identified as common to all manufacturers. These are broken down into 18 subsystems for conducting efficient evaluations.

Areas where cooperation between government and industry are an integral part of the newly-implemented program include:

Industry input. Cooperation with industry began during the program's design. Approximately 85% of the evaluation criteria were proposed by industry. The program also encourages manufacturing facilities to provide feedback after each evaluation.

Positive comments. FAA evaluators are encouraged to report any posi-

tive observations uncovered during evaluations. Manufacturers are required, of course, to take corrective action on findings.

Team approach. Aviation safety inspectors, engineers, flight test pilots, principal inspectors and project engineers will be involved in the evaluations. This allows each team member to draw on the experience and expertise of each other.

This new way of ensuring regulatory compliance goes far beyond typical auditing practices. It provides FAA with opportunities to evaluate established practices and new technologies. The data gathered aids in the planning of new training requirements and assists in timely, responsive regulatory and policy deployment. This is accomplished

by increasing compliance partnership with industry and driving out the fear associated with the word "audit."

Critical to the effectiveness of the program is the continuous improvement process where evaluation data is input into a national database to predict future trends.

"The service-wide status of ACSEP will ensure the collection of evaluation data

Industry Drug Testing *continued from page 1*

sults, followed by return-to-duty - 72, reasonable cause - 44, periodic - 17, and post accident - 4.

There were 1,586 positive findings among maintenance workers, 722 among security screeners, 237 among flight attendants, 74 among aircraft dispatchers, 42 among flight crew members (pilots), 10 among flight and ground instructors and two for non-FAA air traffic controllers.

These figures do not distinguish between employees and job applicants.

for use in improving various aspects of the certification management process," said Beard.

The program was jointly developed by the Aircraft Engineering Division, AIR-100, and the Aircraft Manufacturing Division, AIR-200, working with industry and Aircraft Certification directorates.

Phil Akers, Aircraft Engineering program manager, and Bob Tessier and Rob Robino, both of the Aircraft Manufacturing Division, were instrumental in putting the program together. Additional support was provided by Systems Surveillance and Analysis Division, AIR-300, and the Planning and Program Management Division, AIR-500.

At the end of the two-week training course Beard presented certificates to all 21 of the students attending the ACSEP training course.



Twenty one Aircraft Certification FAAers received certificates for completion of the first Aircraft Certification Systems Evaluation Program training course.

"Pre-employment positives account for almost half of the positive results, demonstrating that pre-employment testing prevents applicants who test positive from being hired in aviation safety-sensitive positions," said FAA Administrator Thomas Richards.

The positive test results show that 52% used marijuana, 42% cocaine, 5% opiates, 4% amphetamines, and 1% phencyclidine (PCP). Percentages add up to more than 100 due to some cases of multiple drug usages.

Group Meetings

Here is a list of the meeting dates, times and places for several employee groups.

Asian Pacific Coalition. Monthly meetings of the Coalition of FAA Asian Pacific Americans are held the *second Tuesday* of each month from 12 noon to 1 p.m. in the 9th-floor Civil Rights conference room.

Contact Matt Asai, x77542.

Black Coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meetings on the *first Tuesday* of each month from 12 noon to 1 p.m. The next meeting is scheduled for *Tuesday, October 6*, in Headquarters conference room 9AB.

Contact Marcia Adams, x73488.

FWPC. Regular meetings of the Federal Women's Program Committee take place on the *first Wednesday* of each

month starting at 11 a.m. in the 9th-floor Civil Rights conference room.

Contact Marcia Adams, x73488.

Hispanic Coalition. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are normally scheduled for the *first Tuesday* of each month at 12 noon in conference room 9B.

Contact Francisco Estrada C., x73140, or Pat Myers, x77882, for more information.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, normally holds its monthly meetings from 12 noon to 1 p.m. in the MacCracken Room on the *second Thursday* of each month. The next meeting is scheduled for *Thursday, October 15*.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and bring a guest.

Contact Joe White, x79246.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m.

The next meeting is scheduled for *Tuesday, October 6*, in FAA conference room 9C.

The group will hold a humorous speech contest on *Thursday, October 8*, from 11:45 a.m. to 1 p.m. in conference room 8ABC.

Guests are welcome at all meetings and special events.

For more information, call Toastmasters president Lynn Brown, x79589, or publicity vice-president Valerie Kulhanek, x73318.

TQM Meetings. The FAA Headquarters Quality Network holds its monthly meetings the *first Tuesday* of each month from 2 to 3:30 p.m.

The next meeting is scheduled for *Tuesday, October 6*, in conference room 8ABC. Contact Ted Criswell, x77925, or Steve Unthank, x77916.

Problem Solving in the '90s

Total Quality Management Methods Provide Effective Solutions

At FAA, Total Quality Management (TQM) methods are becoming a routine way of identifying and solving problems.

"Employees not using these methods, run the risk of making decisions that are not based on actual data," said TQM analyst Carol Dieterle. "This could have a negative impact on both them and their organizations."

Here are two of the many problem-solving methods which have been incorporated into the agency's TQM way of thinking.

FADE Cycle

→ **Focus:** Define and agree on a problem.

→ **Analyze:** Collect data to validate a problem.

→ **Develop:** Develop alternative solutions and select one.

→ **Execute:** Implement, measure and monitor.

Seven-Step Quality Improvement Process

→ Understand the process.

→ Select a critical process for improvement.

→ Analyze the selected critical process.

→ Generate improvement alternatives.

→ Select an improvement.

→ Institute the improvement.

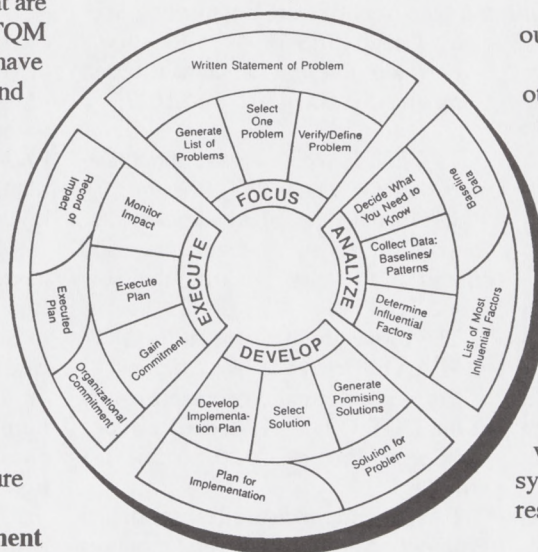
→ Check the results for the desired outcome.

These processes, along with many others, are currently being effectively used by organizations throughout the agency.

The models outlined contain many similarities, each one requiring clarification and analysis of a problem, identification of problem-solving choices, and a method to evaluate the chosen solution.

The chosen problem-solving method is not so important as individual indoctrination to a structured, systematic approach to identifying and resolving problems.

For information about these and other problem-solving techniques, contact your servicing TQM coordinator.



FADE method diagram from *Organizational Dynamics, Inc.*, of Burlington, Massachusetts.

Flightplan

Native Americans. A planning meeting for the November celebration of Native American-Alaskan Native Heritage Month will be held on *Tuesday, October 6*, at 11 a.m. in room 500E.

Contact John Ogden, x77379.

Table Topics. The Headquarters chapter of the Professional Women Controllers Association is sponsoring a "Table Topics" luncheon on *Wednesday, October 14*, from 11:30 a.m. to 1 p.m. in Headquarters conference room 5AB.

Guest speaker will be Special Projects Officer Gwen Jones, Office of Human Resource Development.

All FAAers are invited to bring their lunch and participate in the forum.

For more information, call Ellen Crumb, x79859.

Volunteer Teachers. A national program that brings students to Washington, DC, needs volunteer teachers who are willing to donate one-week of their time.

It's called the Presidential Classroom for Young Americans.

Week-long "classes" will run between *January 16 and June 26* next year. The program attracts 3,000 students from across the country.

Volunteer instructors are expected to devote seven days, including evenings and weekends, to the program from about 7 a.m. to 11:30 p.m. daily.

Applications for volunteer instructors must be submitted by *Friday, October 16*. Final decisions will be made in mid-December.

For an application form and more information, contact Presidential Classroom, (703) 683-5400 or (800) 441-6533.

SES Tips. A panel discussion on "Building Blocks to the Senior Executive Service" will be held on *Wednesday, September 30*, from 12 noon to 1 p.m. in FAA conference room 8ABC. Please note the location has been changed from 9ABC to 8ABC.

Panelists will discuss SES program requirements, expectations and opportunities, while sharing their personal experiences.

Debbie Conway, Candidate Development Program manager, will kick off the event.

Panel members are Lynne Osmus, who began her FAA career as a GS-4 police officer at Dulles Airport and is now director of Civil Aviation Security Operations; Darlene Freeman, who started out as an FAA attorney and is now associate administrator for Aviation Safety; and Theresa Trujeque, who began with the Department of Justice as an employee relations specialist and is now deputy director of Personnel for DOT.

An interpreter will be provided for the hearing impaired.

Sponsored by the Hispanic Heritage Committee and the Headquarters chapter of the National Hispanic Coalition of Federal Aviation Employees, the event is part of a celebration marking Hispanic Heritage Month.

For more information, call Cecilia Capestany, ACI-200, x73231.

Software Engineering. A software engineering workshop will be held on *Tuesday and Wednesday, October 27-28*, at the Omni Shoreham Hotel, 2500 Calvert Street, NW, Washington, DC.

The workshop aims to improve the software acquisition process.

It is sponsored by the Engineering Specialties and Configuration Management Support Division, ASE-600, and the agency's Software Engineering Speciality Group (SESG).

For more information contact Susan Gardner, ASE-600, (202) 646-5637.

TV-TEN. It's easy to get an announcement on DOT's new TV-TEN.

Just fill out a special broadcast request form, get it signed by a supervisor and submit it to Patty Fogarty, the new service's editor.

The forms are available in the DOT and FAA Offices of Public Affairs.

For more information, contact Fogarty at the DOT Office of Media Relations and Special Projects, A-20, x65564, fax x67211.

FAAers can watch the Transportation Employee Network on several monitors in the FAA Headquarters, Nassif and Coast Guard buildings.

Florida Retirees. Florida FAA Retirees are planning their 30th annual reunion at the Orlando Heritage Inn, 9861 International Drive, Orlando, *Friday and Saturday, October 30-31*.

All FAA retirees are invited.

For more information call Raymond Knispel, (904) 788-5174, or Edward Malo, (904) 788-0377.

Protecting Kids

Child Safety Seats Allowed on Airliners

A regulation requiring airlines to allow the use of approved child restraint systems on aircraft goes into effect October 15.

The new rule makes it mandatory for airlines to allow any child restraint system approved by the DOT, United Nations or a foreign government, as long as it can be secured to a forward-facing passenger seat.

However, parents would be required to pay for an airline seat when one is used for the restraint system—if that's the airline's policy.



Earlier the FAA asked for public comment on whether to make the use of child safety seats mandatory.

Although many of the responses favored mandatory safety seat use, the FAA said that mandating them could require parents to pay for an extra airline seat.

Children under two years of age have traditionally been allowed to fly free when carried on an adult's lap.

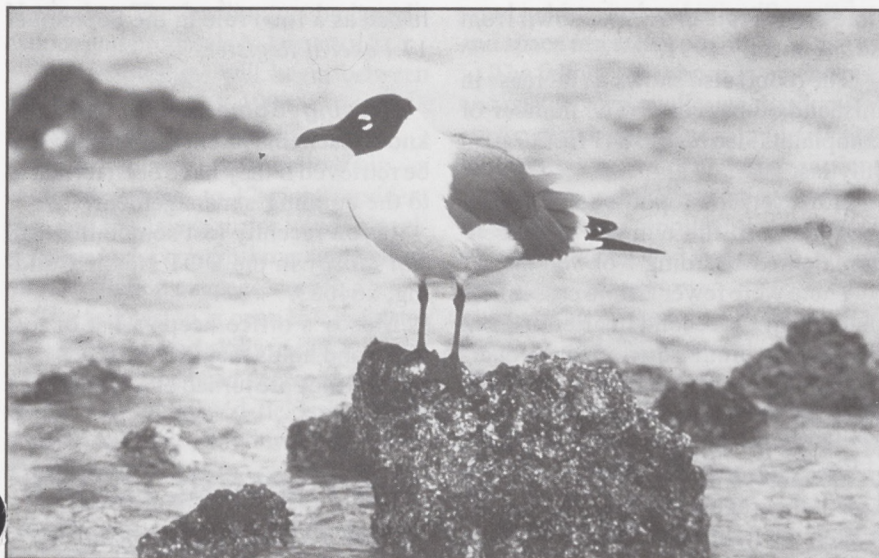
Several independent studies indicate that mandating child restraint use on aircraft would force a significant number of families to substitute a cheaper, less safe form of transportation for air travel.

Under the final rule, parents will continue to have the choice of carrying young children on their laps or paying for a separate seat.



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

Headquarters Intercom



This seemingly docile laughing gull is deadly when ingested into the engine of an aircraft.

No Laughing Matter *Bird Strikes Threaten Aircraft Safety*

They're called "laughing gulls," but they're not funny to airline pilots at some of the nation's busiest airports.

In fact, laughing gulls and other birds who nest near U.S. airports, cause more than \$25 million in damage to commercial aircraft every year.

The FAA estimates that "bird strikes"—when one or several birds hit an airplane or get sucked into an engine—average about 1,500 annually.

That's why the FAA held its first Wildlife Management Seminar in New York recently. It attracted more than 100 military and civil aviation professionals, airport operators, biologists and waste management specialists from the United States, Canada and Great Britain.

Sponsored by the Eastern Region, the seminar was put together by Bird Strike Committee USA, a newly formed

group of representatives from the FAA, Agriculture Department and Air Force.

Although the first seminar dealt primarily with hazards birds pose for aircraft, it looked at responsibilities for other wildlife at airports, as defined by aviation regulations.

The seminar revealed that most of the 1,500 bird strikes a year occur in the northeast, mainly by sea gulls. And most of those have been at John F. Kennedy International Airport, which reported 306 strikes since 1979 that damaged 57 aircraft.

The aviation industry and the FAA became vividly aware of the damage birds can cause to jet aircraft on November 12, 1975. A DC-10 departing Kennedy ingested sea gulls. The engine tore loose, caused a fire and blew out tires. Although passengers were

turn to Managing Wildlife on page 6

Highlights

Job Alert. A program announcement targeting potential sector and assistant sector managers, in addition to regional branch and assistant branch managers in the Airway Facilities organization, is open until Friday, October 16.

The third annual program announcement—called the National Selection System—is open agencywide. Qualified candidates must meet time-in-grade requirements for GM-14 positions, in addition to having one year of FAA supervisory experience.

Women and minorities are encouraged to apply.

The program consists of a four-phase evaluation process, which is scheduled as follows:

Local evaluation ratings
November 2-13

Division level review
November 30-December 18
Assessment Center - Training
January 25-29

Assessment Center - Cycle I
February 1-5

turn to Highlights on page 2

Hispanic Honors *Coalition Lauds Harris, Supporters*

Deputy Administrator Barry Harris was honored with a special award during the recent kickoff of National Hispanic Heritage Month at FAA Headquarters.

Headquarters FAAer David Benton and the Office of Public Affairs were also singled out for praise.

Harris received a plaque of appreciation to Hispanic on page 3

Highlights from page 1

Assessment Center - Cycle II

February 8-12

National Review Board

March 8-26

IDP Steering Committee

April 1993

For more information, contact Jess Robinson, AAF-30, (202) 267-3638.

Security Update. The FAA has issued a revised proposal that would greatly decrease the number of FBI criminal history record checks on airport and airline employees having or seeking unescorted access to security-sensitive areas of U.S. airports.

This would ultimately result in a reduced financial burden for the aviation industry.

Under a supplemental notice published in the *Federal Register* on September 16, only applicants for unescorted access would be subject to an employment investigation. A criminal history record check would be required only under certain conditions, such as when the employment history verification reveals a gap that cannot be accounted for.

"Based on public meetings and numerous comments on the initial proposal," FAA Administrator Thomas Richards said, "we are now proposing a more cost-effective way of ensuring the individuals who apply for sensitive airline jobs do not pose an unreasonable threat to the security of the aviation system."

The notice supersedes the proposed rule published last February 13. The revised proposal sets the criteria that would trigger a criminal history record check and prohibit access privileges for individuals convicted of certain crimes. It also proposed a five-year employment history verification, and specifies minimum requirements for employment information that must be on an application, as well as the information which must be verified.

Airport and airline employees who already have authority to go into security-sensitive areas of the U.S. airports would be exempt from the proposed

employment investigation and criminal background check.

Complaints Up. The millions of passengers who took advantage of airline price wars in the past few months have had an impact on the DOT's monthly Air Travel Consumer Report.

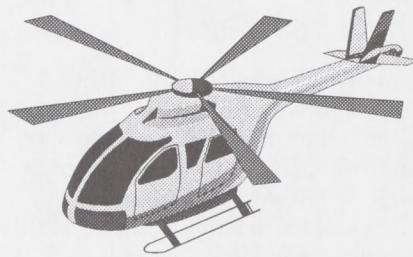
The report for July notes that the 10 largest domestic carriers posted an on-time arrival rate of 78.9%, down from 84.5% in July 1991.

The report also shows an increase in mishandled baggage. The number of complaints also rose to 847 from 710 in July last year.

However, the report shows an improvement in the number of passengers denied boarding—or "bumped."

There were fewer airline passengers bumped in the second quarter of 1992 than in any similar period since quarterly bumping figures were first published over five years ago.

Lessening the Burden. FAA has eased the regulatory burden on the makers of light helicopters by giving them an alternative procedure to use in determining whether their helicopters meet noise requirements.



The procedure, which is more stringent in terms of noise limits but less expensive for manufacturers, is expected to cut the costs of certifying helicopters to meet noise requirements by an estimated 90%. It reduces from three to one the number of microphones to be used in noise certification and the number of test flights required.

Applying to helicopters with certificated takeoff weights of less than 6,000 pounds, the alternative procedure is expected to foster better relationships between helicopter operators and airports, heliports and local communities

by providing for quieter helicopters.

It is estimated that helicopter manufacturers and modifiers will save an estimated \$22 million over 15 years. Helicopters certificated under the new procedure must meet a standard that is two decibels more stringent than for those certificated under the existing procedure.

The alternative procedure was published as a final rule in the September 17 *Federal Register*.

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 GSA for disposal.

3 Different Digits New Phone Numbers for Aeronautical Center

The Aeronautical Center in Oklahoma City has new phone numbers.

Callers should still dial the 405 area code, then a new prefix of 954 which replaces 680. The previously-assigned last four digits of the old number remain the same.

Headquarters Intercom

October 6, 1992
No. 92-38

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Researching Aviation

National Air and Space Museum Offers 3 Fellowships

The National Air and Space Museum offers three aviation and space research fellowships next year with stipends ranging from \$13,000 to \$26,000.

Application forms will be available in November. The deadline to submit applications and proposals is January 15.

The fellowships will begin between July 1 and October 1, 1993.

The three fellowships are:

→ Alfred V. Verville Fellowship—a competitive nine- to 12-month resident program to analyze major trends, developments and accomplishments in the history of aviation or space studies.

The fellowship is open to candidates with demonstrated skills in research and writing. An advanced degree in history, engineering or related fields is *not* required. A 12-month fellowship carries a \$26,000 stipend.

→ International Fellowship—a three- to 12-month resident program for non-U.S. citizens interested in aviation and space historical and scientific research.

The fellowship is open to candidates with demonstrated skills in research and

writing. An advanced degree in history, engineering or related fields is *not* required. The fellowship carries a monthly stipend of \$2,500.

→ Guggenheim Fellowship—a one-year resident program for scholars interested in historical and scientific aviation and space research.

The fellowship is open to predoctoral and postdoctoral applicants. Predoctoral 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.

There is a predoctoral stipend of \$13,000 and postdoctoral stipend of \$21,000.

To obtain application forms or for more information on all three fellowships, contact Cheryl Bauer (202) 357-1529 or write:

Fellowship Program
National Air and Space Museum
Room 3341, MRC 313
6th and Independence Avenue, SW
Washington, DC 20560

Healthbeat

Back Lecture. The medical clinic is sponsoring a back lecture on *Wednesday, October 14*, at 11 a.m. in conference room 9ABC.

A representative from the Physical Therapy Department of the George Washington University Hospital will make the presentation.



Blood Drive. An FAA blood drive will be held on *Wednesday, October 21*, in conference room 5ABC, from 9:30 a.m. to 2:30 p.m.

Appointments are necessary and can be made through local coordinators or by stopping by the clinic lobby, room 327.

All eligible donors are encouraged to participate.

Drink Too Much? 'Yes' answers to the following questions *may* indicate that the person is on the road to alcoholism, say health experts.

- Need a drink to get over a hangover?
- Like to drink alone?
- Lose time from work due to drinking?
- Need a drink at a definite time of day?
- Lie about, cover up or make excuses about drinking?
- Suffer memory loss while or after drinking?
- Notice efficiency and drive decreasing?
- Drink to relieve stress, fear, shyness or insecurity?
- Find that drinking is harming or worrying the whole family?
- Become more moody, jealous or irritable after drinking?

Hispanic from page 1

tion from the local chapter of the Hispanic Coalition of Federal Aviation Employees for his "continuous and highly enthusiastic support" of the group.

Harris was also praised for his "committed leadership" that led to FAA's recently established program to recruit and hire Hispanics and boost their educational opportunities.

In late summer, the agency set up the Hispanic Association of Colleges and Universities (HACU) Program, modeled after the FAA's Historically Black Colleges and Universities Program.

At the September 19 event in the third floor auditorium, Benton was honored with a plaque citing his leadership and commitment to diversity.

Benton works in the Staffing Policy Division, APN-200.

Rosa Flores, current president of the

local Hispanic chapter, also presented Benton with an award the coalition received during its Chicago convention last month.

For its accomplishments during Benton's tenure, the Headquarters group won the National Chapter of the Year Award.

Public Affairs also received an award for its "numerous efforts" in promoting and supporting special events during the past two National Hispanic Heritage Month celebrations.

Assistant Administrator for Public Affairs Hugh O'Neill accepted the award for the organization.

The kickoff event featured a keynote speech by retired Air Force Colonel Gil Coronado.

Watch for Coronado's remarks in an upcoming issue of *Intercom*.

ASD Honors Its Own

16 Employees Recognized for Jobs Well Done

Sixteen employees from System Engineering and Development (ASD) were recently touted for significantly contributing to their organization's mission during a third annual awards ceremony.

Marty Pozesky, associate administrator for System Engi-

neering and Development, said in announcing the winners, "These honorees have achieved the highest levels of performance in their day-to-day work and service to their communities. They represent a model of excellence for all of us to emulate."

Award Honorees

Outstanding Leadership

Norman Solat

Outstanding Innovator

Herbert Goldstein

Team Achievement

AOR Cost Benefit Analysis Team

Jim Cha

Vernell Neal

John Sullivan

Ed Nedimala

Equal Employment Opportunity Excellence

Darlene Hunter

Given posthumously

Human Relations Achievement

Michael Flores

Secretarial Accomplishment

Kim Bhatt

Administrative Excellence

Carrol McCollough

Technical Support

Tom O'Neal

Technical Publication

Pete Massoglia

Distinguished Service

Joseph De Meo

Significant Contributor

Robert Fenton

Walter Manning

Volunteer and Community Service

Francisco Estrada C.



Darlene Hunter received the Equal Employment Opportunity award. Mrs. Hunter, who headed ASD-10, died late July after a long battle with cancer.



Associate Administrator for System Engineering and Development Marty Pozesky, left, presents Joseph De Meo with the Distinguished Service award.



Norman Solat with the Outstanding Leadership award.

NAS Development's Finest

29 FAAers Honored For On-the-Job Accomplishments

Twenty-nine FAAers who work in NAS Development (AND) were honored for outstanding on-the-job accomplishments during a recent third annual awards ceremony.

"This organization has a superb group of managers and employees who have adopted a quality improvement phi-

losophy," said John Turner, associate administrator for NAS Development, during the August 20 event in the Headquarters auditorium. "These employees were identified by their peers as leaders in demonstrating the organization's commitment to excellence."

Award Honorees

Associate's Award

Letter Perfect Quality Action Team

*Paula Thomas
Evelyn Chaney
Rose Marra
Patty Mueller
Chiquita Forrest*



Letter Perfect Quality Action Team

Outstanding Leadership

Gary Skillicorn, ANN-200

Outstanding Innovator

Reuben Powell, ANN-100

Team Achievement

Mode S Team, ANR-130

*Larry Taubenkibel
Charles Sloane
Joe Asin
Lois Mosby
Sylvan Karlin
Jim Moe
Kim Zwinklis*



Mode S Team

EEO Excellence

Juanita Callahan, ANA-150

Human Relations Achievement

Joann Kansier, ANC-200

Secretarial Accomplishments

*Toni Stack, ANW-100
Clif Hunter, AND-1*

Administrative Excellence

Mary Kay Born, ANW-3

Technical Support

Herb Greenberg, ANA-160

Distinguished Service

Joe Keifer, ANA-140

Volunteer and Community Service

Doris Harmon, ANW-140



Doris Harmon



Gary Skillicorn



Joseph Keifer

Significant Contributor to System Development

Team Award

*Harry LeBlanc, ANS-320
Tony Gorlow, ANS-420
Joyce Eaton, ANR-502
Thomas Watton, ATR-120
Myron Clark, AFS-430
Orville Johnson, ASU-422
Vince Chu, ASE-400*

Managing Wildlife *from page 1*



Port Authority official takes seminar participants on a field trip to CoJo Marsh and discusses the laughing gull colony at the end of a Kennedy Airport runway.

evacuated, the aircraft was destroyed.

The accident led to an FAA regulation on wildlife management and the establishment of the nation's first bird control program at Kennedy.

Garbage disposal landfills, which first caused the sea gull problem at Kennedy, were eventually closed. However, in 1979 a new type of problem began when 15 pairs of laughing gulls set up a colony at JoCo Marsh at the end of a JFK runway. Their numbers have soared to more than 9,000 nesting pairs despite persistent efforts by the Port Authority to control the colony.

The saga of the laughing gulls and various methods used to reduce their threat to aircraft were discussed at the seminar by Jack Gartner, manager of the Aeronautical Services Division at Kennedy.

He said that the only solution to the problem will be to move the colony, a step resisted by the National Park Service, which has jurisdiction over the marsh.

The gulls are also a problem at Atlantic City Airport because of an abundant food source of Japanese beetles in the area.

Research at the FAA Technical Center focuses on lowering the attractiveness of airport habitats by reducing the availability of insects that attract laugh-

ing gulls.

Seminar participants visited JoCo Marsh where Agriculture Department and Port Authority staff members explained steps to keep the gulls away from runways.

Presentations by other participants revealed that different species of wildlife represent hazards in different parts of the world.

In Great Britain, a variety of flocking birds cause problems for aircraft. In Canada, where bird hazards for aircraft were first studied more than 50 years ago, migratory birds are the most hazardous.

At several Canadian airports, falcons and their trained handlers keep birds under control. The handler carries a hooded falcon, whose food intake has been carefully monitored to assure that the bird is hungry, to the airport location where birds are flocking. The falcon is then released to pursue the birds.

Other techniques discussed at the seminar included a range of pyrotechnics designed to frighten birds, ultra-sonic sound emissions, amplified distress calls and radio-controlled model airplanes to herd birds away from runways.

"None of these techniques solve the problem," said Vincent Cimino, FAA representative on the bird strike com-

mittee and seminar coordinator. "Fundamentally, we have to determine why the birds are there. Then all parties involved have to work together to remove that reason."

That is why waste management is so critical. The FAA is working to develop an improved policy for recommendations to state agencies for the location of waste management facilities near airports. Present guidelines state that no such facility can be within 10,000 feet of a public use airport that serves jets or turbo jets, or within 5,000 feet for piston engine airplanes.

The next seminar will be held in August 1993 at Seattle where a growing sea gull population is a hazard at Seattle-Tacoma Airport.

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

Coming to a Close Hispanic Heritage Month Winds Down

Events marking Hispanic Heritage Month—September 15 through October 15—are coming to a close throughout DOT.

Here is a list of the remaining activities open to all DOT employees.

→ **Tuesday, October 6.** The Hispanic Employees Council sponsors a luncheon at the McNair Officers' Club at 11:30 a.m.

→ **Wednesday, October 7.** FAA's Hispanic Heritage Committee sponsors a one-hour career seminar on "Air Traffic Career Development Programs," at 12 noon in FAA conference room 5ABC.

The U.S. Coast Guard shows the film, "The Crossing," at 11:30 a.m. in the Nassif building, room 2415.

→ **Wednesday, October 14.** FAA's final event will be at 11 a.m. in the Headquarters building lobby.

It features musical entertainment from the Andean region of South America and food samplings from Latin America.

The U.S. Coast Guard presents music by Mariachi Los Amigos at 11:30 a.m. in the Nassif building cafeteria.

Boosting Morale, Pride

FAAers Honored with Employee Participation Group Awards

Headquarters FAAers were recently honored with awards and praise for their efforts and contributions in the agency's employee participation groups (EPGs).

The fifth annual Headquarters EPG awards ceremony was hosted by FAA

Administrator Thomas Richards in the MacCracken Room.

Richards, a strong supporter of employee participation groups and their participative approach, commended the recipients' achievements.

"All programs implemented by the EPG go a long way in improving employee morale," said Richards. "When you improve morale, you improve pride," he said. "This ultimately makes the agency more effective in its mission."



EPG Chair Bob Cripe with Administrator Thomas Richards



Ernest Keeling

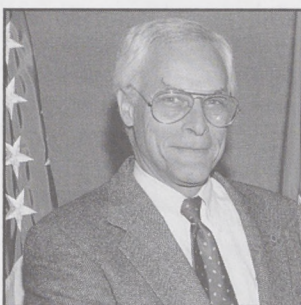


NAS Development (AND) EPG

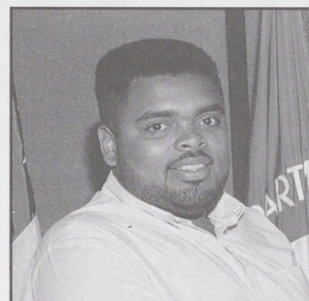
David Cook, left



Paul Steucke, right



Raymond Taylor, left



Jacqueline Grayson-Whitaker, right



EPG Honorees

Washington Headquarters EPG Manager's Award

*Ernest Keeling, director
Office of Accounting (AAA-1)*

This is the third time in a row Keeling has received the award.

Washington Headquarters EPG of the Year Award

NAS Development (AND) EPG

Honorable Mention

Office of Accounting EPG

Washington Headquarters EPG Member Award

David Cook

Office of Human Resource Development, AHD-200
Former Headquarters EPG Chair

EPG Member Achievement Award

David Cook

Office of Human Resource Development, AHD-200
Former Headquarters EPG Chair
Robert Cripe

Government and Industry Affairs Headquarters EPG Chair

Jacqueline Grayson-Whitaker
Air Traffic Control System Command Center, ATM-200
Acting Chair, Air Traffic Management EPG

Paul Steucke

Public Affairs, APA-300
Headquarters EPG Member
Raymond Taylor

Office of Accounting, AAA-212
Chair, Office of Accounting EPG

Flightplan

Yeager on Flying. The National Air and Space Museum is sponsoring a lecture by retired U.S. Air Force General Chuck Yeager on *Thursday, October 8*, at 7:30 p.m. in the Langley Theater.

Yeager will recapture the drama of breaking the sound barrier and comment on other experiences from his lifetime of test pilot and military achievements.

Free tickets for the lecture will be distributed on October 8 at 5 p.m. at the theater box office.

Disability Awareness. There will be a panel discussion conducted by various DOT employees with disabilities on *Thursday, October 15*, from 10 to 11 a.m. at the U.S. Coast Guard Headquarters building, room 2415.

A second panel discussion will be held on *Thursday, October 22*, from 10 to 11 a.m. at the FAA auditorium on the third floor.

Both panels are being planned by the Office of the Secretary. For more information, contact Ken Tiktin, x65840.

A disability awareness open house will be held on *Thursday, October 29*, from 10 a.m. to 2 p.m. in the Nassif plaza.

Vendor displays with the latest state-of-the-art computer equipment and information booths containing disability information will be available.

The event is sponsored by the Federal Transit Administration. Call Charlene Wilder, x62513, for more information.

Lunchtime Talk. The Headquarters chapter of the Professional Women Controllers Association is sponsoring a "Table Topics" luncheon on *Wednesday, October 14*, from 11:30 a.m. to 1 p.m. in Headquarters conference room 5AB.

Guest speaker will be Special Projects Officer Gwen Jones, Office of Human Resource Development.

All FAAers are invited to bring their lunch and participate in the forum.

For more information, call Ellen Crum, x79859.

Volunteer Teachers. A national program that brings students to Washington, DC, needs volunteer teachers who are willing to donate one-week of their time.

It's called the Presidential Classroom for Young Americans. Week-long "classes" will run between *January 16 and June 26* next year. The program attracts 3,000 students from across the country.

Volunteer instructors are expected to devote seven days, including evenings and weekends, to the program from about 7 a.m. to 11:30 p.m. daily.

Applications for volunteer instructors must be submitted by *Friday, October 16*. Final decisions will be made in mid-December.

For an application form and more information, contact Presidential Classroom, (703) 683-5400 or (800) 441-6533.

Software Engineering. A software engineering workshop will be held on *Tuesday and Wednesday, October 27-28*, at the Omni Shoreham Hotel, 2500 Calvert Street, NW, Washington, DC.

The workshop aims to improve the software acquisition process.

It is sponsored by the Engineering Specialties and Configuration Management Support Division, ASE-600, and the agency's Software Engineering Speciality Group (SESG).

For more information, contact Susan Gardner, ASE-600, (202) 646-5637.

TV-TEN. It's easy to get an announcement on DOT's TV-TEN.

Just fill out a special broadcast request form, sign it and submit it to Patty Fogarty, the new service's editor.

The forms are available in the DOT and FAA Offices of Public Affairs.

For more information, contact Fogarty at the DOT Office of Media Relations and Special Projects, A-20, x65564, fax x67211.

FAAers can watch the Transportation Employee Network on several monitors in the FAA Headquarters, Nassif and Coast Guard buildings.

People

Fighting Cancer. The National Aviation Facilities Experimental Center (NAFEC) Association, a Technical Center employee group, has set up a fund on behalf of Sherry Flatley. She is wife of Tom Flatley, assistant chief counsel at the FAA Technical Center.

Sherry, who has been battling cancer for several years, desperately needs a bone marrow transplant. The \$200,000 operation is not covered by medical insurance.

To help defray medical expenses, agencywide donations are being accepted.

Employees interested in making a contribution, may send it to:

The Sherry Flatley Fund
NAFEC Association
Office of Civil Rights, ACT-9
Atlantic City International Airport
Atlantic City, NJ 08405

Donations will be turned over to Georgetown University Hospital where the operation is to be performed over a 10-week period. Time is critical since the procedure is scheduled to begin in November.

For more information, contact Maggie D'Ambra, ACT-9, (609) 484-4814.

Three Weeks, Please

*Next Deadline is
October 13*

Intercom gladly runs announcements in *Flightplan*.

To make sure the information gets to FAAers on time, please submit all items *at least three weeks in advance* of the event.

If we receive it by 4:30 p.m. *Tuesday*, it will appear in the issue that goes to the printer three days later.

Bring *Flightplan* announcements to room 909-B or call x77311.

The deadline for the October 27 issue (the approximate date employees get it) is *Tuesday, October 13*.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Highlights

Helping Others. FAA Headquarters kicks off this year's Combined Federal Campaign on October 15. Check page 6 for details.

Best of the Best. Fifty-five FAAers were honored at the third annual AXD Awards Ceremony. Turn to pages 4 and 5 to find out who they are.

Free Flu Shots. Beat the flu by getting a flu shot at work. Turn to *Healthbeat* on page 8 for shot dates.
turn to Highlights on page 2

'Latina' Power

It's a Tough Career Climb for Hispanic Women

It's tough for Hispanic women to climb to the top because they are "double minorities," says Gil Coronado.

A retired Air Force colonel, Coronado was the keynote speaker at the Headquarters kickoff of National Hispanic Heritage Month on September 18.

He told FAAers that Hispanic women have "blossomed and have added a new dimension to expanding Hispanic influence in America."

But their path hasn't been easy. They have often met resistance from Hispanics themselves.

"As Hispanic males, we often allow our machismo to interfere with their progress," Coronado said.

"Traditionally, in the family unit, the father dictates what a child *will be*, but it is the mother who teaches the child *how to be*. They have always
turn to Tough Climb on page 3

Taming Jack Frost

New Airline De-icing Procedures Begin November 1

Airlines must have FAA-approved ground de-icing programs in effect by November 1, a requirement of a recently adopted interim regulation.

This is a major move to prevent takeoff accidents caused by icing during the winter season.

"This action gives airline flight crews the knowledge and guidance they need

than 800 experts from 20 countries.

The interim regulation may be changed after next winter as a result of actual experience and further comments.

Although the interim rule does not apply to foreign airlines, Richards pressed for similar action in other countries at a recent meeting of the Interna-



Airline worker prepares aircraft for a wintery takeoff by spraying wings with de-icing fluid.

for safe winter operations," FAA Administrator Thomas Richards said.

The regulation requires airlines to train pilots and other employees to detect and remove aircraft wing ice. It also sets limits on how long and under what conditions an airplane can be exposed to snow or freezing rain before it has to be inspected or de-iced again.

The rule, and many other agency actions, stem from suggestions offered last May at FAA's international ground de-icing conference attended by more

tional Civil Aviation Organization in Montreal.

"We are calling upon the international community to join us in reviewing and revising de-icing procedures to ensure the safety of the traveling public," Richards said.

The FAA will also use special operational procedures for controlling the flow of aircraft on the ground to reduce the time an aircraft has to wait for takeoff after being de-iced. For example, air traffic controllers can tell a
turn to De-icing on page 6

Highlights *from page 1*

Faster Travel Money. Speed up travel advances and reimbursements by enrolling in the Automated Clearing House (ACH) Direct Deposit program.

It enables FAAers to have travel money deposited directly into bank accounts, just like biweekly salary checks. Direct deposit reduces the time it takes to get payments and eliminates the possibility of lost or stolen checks.

Fill out form 2231, Direct Deposit, from servicing accounting organizations.

Dollars for Detroit. Detroit Metropolitan Wayne County Airport has been approved to collect passenger facility charges to raise \$640.7 million over the next 16 years.

The airport will begin charging departing passengers a \$3 fee on December 1.

The passenger charge will fund a new midfield terminal facility, reconstruction of existing terminals and concourses, land acquisition and design for a fourth parallel runway.

Other projects to be funded are a south airport access road, stormwater and drainage facilities, noise berm construction and a noise mitigation program.

New DOT Appointment. Charles Powers has been appointed as the new DOT deputy assistant secretary for Public Affairs.

Prior to accepting the DOT position, Powers was director of public affairs at the Federal Housing Finance Board. From 1988 to 1991, he was senior vice president for public affairs at the Tobacco Institute.

He received his A.B. from the University of Miami in 1965 and his M.A. from New York University in 1967.

Fostering Competition. In an effort to foster competition and promote low-cost air transportation, the DOT announced a major overhaul of regulations governing charter flights.

The Department issued a notice of proposed rulemaking which would simplify filing and security requirements for airlines and charter operators while retaining the customer protection provisions of current rules. In April, a DOT review of its regulations revealed that these changes would save airlines, charter operators and consumers more than \$5 million annually.

Currently, a charter operator must file a prospectus for each flight containing details about the proposed service. The Department proposed to replace this requirement with a simple annual registration for charter operators.

The Department also proposed to simplify financial security requirements for charter operators and would remove bonding and escrow requirements for air carriers. It would also remove the prohibition against charter sales by direct air carriers within seven days of the departure and eliminate restrictions on the use of credit cards to pay charter operators.

Comments on the proposal are due 30 days after publication in the *Federal Register*.

Black Exhibit. The Office of Civil Rights is looking for photos of Headquarters African Americans to include in a Black History Month exhibit.

The exhibit, which will be an 8' by 10' display, will take the form of a collage.

Interested employees who have suitable 5"x7" photos, should send them to John Williams, ACR-9, by November 2.

Those needing a current photograph can make arrangements through Jay Carroll, DOT Photography Section, room 3438 in the Nassif building.

Photos can be taken on the following dates from 10 to 11 a.m.

Thursday, October 15

Wednesday, October 21

Wednesday, October 28

The exhibit will be displayed in the Headquarters building during Black History Month in February. It will then be made available to field facilities.

For more information, call John Williams, x75907, or Tina Stephens, x73253.

Job Hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause personal injury or property damage.

Report all on-the-job hazards immediately by calling the PRIDE line, x77433.

Hurricane Update \$135,000 Collected for South Florida FAAers

FAAers have contributed more than \$135,000 through the end of September to help 200 agency employees who suffered severe personal and property losses from one of the century's most powerful tropical storms—Hurricane Andrew.

Another fund has been set up to help 55 FAAers on Guam and the Hawaiian Island of Kauai who were devastated by Typhoon Omar and Hurricane Iniki.

Both funds are still collecting money. Donations may be made by sending a check or money order to:

Western-Pacific Disaster Fund
FAA Western-Pacific Credit Union
15000 Aviation Blvd, Room 1W10
Hawthorne, CA 90250

South Florida Relief Fund
Miami ARTCC
7500 NW 58th Street
Miami, FL 33166

Headquarters Intercom

October 13, 1992
No. 92-39

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Art Director

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Washington, DC 20591
(202) 267-7311

Tough Climb from page 1

been there, always as a front-line parent," Coronado said.

He also said Hispanic women handle issues more calmly and with less personal emotion than Hispanic men.

Coronado said he is proud of the emergence of "Latina power" in Hispanic organizations and in corporate America.

He pointed out that last August three Hispanic women were confirmed by the Senate to serve as federal judges in California and New York.

In 1989, for example, Hispanic women earned 600 more masters degrees than Hispanic men.

And he predicted "a multitude of Hispanic women on the verge of making their presence felt."

Coronado also spoke about several other topics.

Here's more of what he said:

➔ **Sacrifices.** While Hispanics accounted for 7% of the national population, they suffered 21% of the Vietnam casualties.

"The Vietnam Memorial is the only place where Hispanics have parity, proving once and for all that there is nothing *UN-American*, nothing *unpatriotic* about having skin of a different color, nor speaking two languages," Coronado said.

"Most of our brave, gallant Hispanic warriors lived in our barrios and colonias as second-class citizens—yet they died as first-class heroes in that faraway land.

"Hispanic Americans in the military have paid dearly for America's glory. For Hispanics in the military, patriotism is much more than just a word. It is an emotion, a very strong feeling. It is a passion deeply rooted in our hearts that recalls the most delicate senses of integrity, courage and professionalism—and that translates directly in our cultural mind as duty, honor and country," Coronado told Headquarters employees.

➔ **Rip Van Winkles.** Coronado urged Hispanics and non-Hispanics to "join forces to build a better tomorrow."

He talked about a list of things that went wrong in the 1980s—the United States becoming a creditor nation, homelessness, AIDS, political abuses at all levels, a tarnished national image and global reputation, and the fact that "too many" of America's young people have given up.



Gil Coronado urges FAAers to learn more about different racial and ethnic groups at a National Hispanic Heritage Month event in the Headquarters auditorium.

"I'm not here to blame and name the culprits," he said. "There is plenty of blame and shame to go around," including many responsible Americans who have "played Rip Van Winkle while the very fabric of our society was ripped apart and allowed to decay."

➔ **Dismal Voting Record.** While Hispanics have crossed oceans to fight for democracy, many won't bother to cross the street to register to vote, Coronado emphasized.

In 1988, he pointed out, only 50.1% of America's eligible voters cast ballots. "Hispanics did even worse," he said. Although Hispanic voter registration increased by 83% between 1976 and 1988, of the 11 million Latinos eligible to vote in the last presidential election, only 42% registered. Then only half of those who registered actually voted.

"How dare we be so insensitive, so

callous to take the sacred right to vote, handed down to us through the blood-stained efforts of others, and simply not exercise it, because we're not interested or consider it unimportant."

➔ **Learn More.** Coronado urged FAAers in the audience to learn more about each other and the contributions of different racial and ethnic groups.

"Then we must, as a people, circle the wagons, hold hands as one, and stand united in a firm resolve to restore our greatness," Coronado said.

"We can start by believing in and trusting each other, by not feeling threatened by minority groups. Together, we can build an America where no person of integrity and good character gets the door of opportunity slammed in his or her face because of racial or cultural differences."

➔ **Still Land of Plenty.** In spite of its current problems, Coronado said, America is still the land of plenty and opportunity. "This is one place in the world where losers can become winners—where the poor can become rich—where every person has the right to dream a new dream."

➔ **Tips for Young People.** What would Coronado do if he were young today? He said he would "make no small plans" for the future, learn to speak three languages, dedicate himself to his studies, work hard and learn math and the sciences.

"Education is not just preparation for life—it is life itself. Education is personal growth. Education is respect—the one thing that can never be taken away from you. A young mind is like a blank cassette."

➔ **No Separate Nation.** "Some sources continue to say that Hispanics want a nation within a nation. Not so," Coronado said.

"Hispanics have never sought segregation, we don't want a separate society. What Hispanics seek is 'honorable itegration'—an opportunity to compete for and obtain key roles in the hierarchy of American society."

Watch for the next issue of Intercom and the story Coronado told about an Hispanic woman who beat the odds.

Executive Director Special Honorees



Jane Caldwell receives award from Executive Director for System Development John Burt

Individual Awards

Jane Caldwell, *AXD-3*
Frank Elbertson, *ACT-3*
Bill Hohe, *ASU-320*
Janis Hooten, *ARD-40*
Lindsey Smith, *AND-20*



Hundreds of System Development FAAers attended the third annual AXD Awards Ceremony.

NAS Development's Letter Perfect Quality Action Team

Evelyn Chaney
Patricia Finley
Chiquita Forrest
Terry Hannah
Rose Marra
Patti Mueller
Kathy Roberts
Rose Schmokel
Lindsey Smith
Paula Thomas

AXD's Best of 55 FAAers Honored System Development's Awards

Fifty-five FAAers were singled out as the "Best of the Best" from Executive Director for System Development John Burt at the third annual AXD Awards Ceremony.

In announcing the awards, Burt thanked and congratulated the honorees.

"Perhaps the greatest group of winners is that you don't know the names of those nominated and selected for the exceptional work of this group every time we take an airplane," said Burt.

He emphasized that "the best of the best" is not just a title, "It is a reality."

The event was held at the J.W. Marriott Hotel.



Capital Investment Plan Quality Action Team

Margaret Binns, *AIT-3*
Dick Bock, *ACD-300*
Don Briggs, *ABU-310*
Ed Camacho, *APM-300*
Jim Cha, *AOR-100*
Joe DeMeo, *ASE-3*
Seymour Everett, *ASE-300*
Fred Fisher, *APM-200*
Jose Gutierrez, *ABU-310*
Joni Harris, *APM-3*
Chuck Johnson, *ATR-330*
Dennis Koehler, *ATR-300*
John Mathewson, *APQ-100*

Best of the Best'

Awards Honored at Management's Awards Ceremony

...d out as the "best of the best" and won praise
...em Development John Burt during the recent
...mony.

...t thanked and congratulated those selected for

...f winners is the flying public who may never
...ated and selected today, but will benefit from
...p every time they step into an airport or onto

...f the best" is not simply a cute or clever saying.

...Y. Marriott Hotel in Washington.

AXD Awards Ceremony "THE BEST"



Management Plan Quality Action Team

- Gil Mauck, *ANS-110*
- Bob Nicholson, *ASD-7*
- Tom O'Neal, *APM-300*
- Joe Pitts, *ATR-301*
- Tom Proeschel, *ANS-100*
- Elizabeth Rand, *ANS-3*
- Jim Rogers, *ARD-90*
- Jim Stemple, *APM-2*
- Greg Street, *AFE-300*
- George Sweger, *ACQ-1*
- Herman Tharrington, *AND-3*
- Guice Tinsely, *AFS-430*
- Rob Tucker, *APM-1*

Peer Group Honorees

Outstanding Leadership

Norman Solat, *ARD-3*

Outstanding Innovator

Herbert Goldstein, *ARD-10*

Equal Employment Opportunity Excellence

Robert Weins, *ACM-1*



Executive Director for System Development John Burt, left, with Kim Taylor and Technical Center Director Harvey Safer.

Human Relations Achievement

Kim Taylor, *ACN-130*

Secretarial Accomplishment

Kathy Herman, *ACM-600*

Administrative Excellence

Carroll McCollough, *APM-200*

Technical Publication

Satish Agrawal, *ACD-110*

Distinguished Service

Joseph De Meo, *ASE-3*

Volunteer and Community Service

Doris Harmon, *ANW-140*

Significant Contributor to AXD

Walter Manning, *AOR-200*

Team Achievement

Operations Research Service

Cost Benefit Analysis Team

Jim Cha

Vernell Neal

Ed Nedimala

John Sullivan

Helping Others Through CFC

FAA Kicks Off Campaign October 15

The Headquarters kickoff of the Combined Federal Campaign (CFC) will be held on Thursday, October 15, at 10 a.m. in the FAA auditorium.

The theme for the 1992 campaign, which runs through November 13, is "All we need is you."

This year, FAA's goal is to increase employee participation through payroll deduction.

FAA Administrator Thomas Richards is the agency's campaign chairman. Associate Administrator for Aviation Standards Garland Castleberry and his deputy, Brooks Goldman, are serving as co-vice chairs.

David Thomas, Office of Accident Investigation, is campaign manager.

Throughout Headquarters, 150 campaign coordinators and key workers

will be available to accept donations and answer questions. The group has already received agency training to carry out their functions as campaign coordinators.

"Headquarters employees have traditionally been very generous. This is evidenced by the tremendous support given to fellow workers recently when disaster struck in Southern and Western-Pacific Regions," said Thomas. "I am sure that they will come through once again during this campaign."

Last year, FAA exceeded its goal of \$268,000 and was recognized as a DOT Combined Federal Campaign leader.

During the next month, numerous CFC activities will take place at Headquarters to keep the momentum of the campaign going.

Events include:

Week of October 12

- Bake sale
- Lobby displays

Week of October 19

- Organizational tug-of-war (first time ever)
- Executive chili cookoff

Week of October 26

- Haines Point 3-mile fun run
- Day Care Center "trick or treat" for CFC

Week of November 2

- Bake sale
- Administrator's staff meeting and pancake breakfast

Week of November 9

- Drawings
- Recognition of Eagle Award Winners, November 12 at 10 a.m. in FAA lobby
- Recognition of program offices

Future issues of *Intercom* will have complete details about campaign events.

Three Weeks, Please

Next Deadline October 27

Intercom gladly runs announcements in *Flightplan*.

To make sure the information gets to FAAers on time, please submit all items at least three weeks in advance of the event.

If we receive it by 4:30 p.m. Tuesday, it will appear in the issue that goes to the printer three days later.

Bring *Flightplan* announcements to room 909-B or call x77311.

The deadline for the November 10 issue (the approximate date employees get it) is Tuesday, October 27.

ALL WE
NEED
IS YOU



1992 COMBINED
FEDERAL CAMPAIGN

De-icing from page 1

flight crew the time it can expect to be cleared to taxi to the runway, allowing the crew to adjust the de-icing timing.

The FAA will also issue a pocket-sized manual for pilots entitled *A Pilot's Guide to Large Aircraft Ground De-icing*. The agency will also update and reissue its winter operations guide.

Airport Improvement Program funds will be available to help finance the construction of de-icing facilities to reduce the time between deicing and takeoff and environmental runoff mitigation systems to collect used de-icing fluid.

In the case of airports that historically have experienced takeoff delays or have longer than average taxiing distances, the FAA is encouraging airport, airline and air traffic control officials to get together and develop a de-icing program tailored to their specific airport.

The new regulation applies to passenger and cargo operations using large aircraft. The FAA is continuing to monitor winter operations of commuter airlines and business aircraft to see if further rulemaking is necessary.

Making it to the Top

22 Candidates Graduate First SES Candidate Development Program Class

The first group of candidates selected into FAA's Senior Executive Service (SES) Candidate Development Program recently participated in a graduation ceremony at the Ramada Renaissance Inn in Virginia.

The candidates, who were accepted into the program in the fall of 1990, first completed a four-step selection process that included colleague, subordinate and managerial endorsements; a paper screen; a panel interview; and an executive development center.

Each candidate formulated an individual development plan that was tailored to his or her individual needs. After successfully carrying out their plan, they received Office of Personnel Management (OPM) certification.

They are now eligible for an SES appointment without further competition and several are already in SES positions.

The OPM-approved program is designed to prepare individuals for appointments to the SES through developmental assignments and formal training.

The graduates are:

Richard Arnold

Deputy Director, Research and Development Service, ARD-2

William Behan

Manager, Systems Plans and Requirements Division, ATR-100

Kenneth Byram

Program Director for Automation ANA-1

Lawrence Covington

Deputy Director for Budget, ABU-2

John Cuprisin

Manager, Air Traffic Division AGL-500

Edgar Fell

Manager, Field Programs Division AFS-500

David Gilliom

Manager, Flight Standards Division AWP-200

Ross Hamory

Deputy Director, Office of Civil Aviation Security Operations, ACO-2

Patrick Heidenthal

Special Assistant to the Assistant Administrator for Accounting and Budget, ABA-3

Lynne Osmus

Director, Office of Civil Aviation Security, ACO-1

Helen Parke

Assistant Manager, Air Traffic Division ANM-501

Lindy Ritz

Deputy Director, FAA Logistics Center AAC-400

Fanny Rivera

Deputy Regional Administrator AWP-2

Richard Rodine

Superintendent, FAA Academy AMA-1

Robie Strickland

Manager, Airway Facilities Division AAL-400

Paul Strybing

Manager, Procedures Division ATP-100

Peter Sweers

Assistant Manager, Air Traffic Division ASW-501

George Terrell

Manager, Maintenance Engineering Division, ASM-100

Raymond Thoman

Deputy Director, Office of Human Resource Development, AHD-2

David Thomas

Deputy Director, Office of Accident Investigation, AAI-2

David Tuttle

Manager, Telecommunications Management and Operations Division ASM-300

James Washington

Assistant Manager, Airports Division, AGL-601



The first graduating class of the Senior Executive Service Candidate Development Program.

Flightplan

Hispanic Finale. FAA's final Hispanic Heritage Month event will be held on *Wednesday, October 14*, at 11 a.m. in the Headquarters building lobby.

It features musical entertainment from the Andean region of South America and food samplings from Latin America.

On the same day, the U.S. Coast Guard presents music by Mariachi Los Amigos at 11:30 a.m. in the Nassif building cafeteria.

Lunchtime Talk. The Headquarters chapter of the Professional Women Controllers Association is sponsoring a "Table Topics" luncheon on *Wednesday, October 14*, from 11:30 a.m. to 1 p.m. in Headquarters conference room 5AB.

Guest speaker will be Special Projects Officer Gwen Jones, Office of Human Resource Development.

All FAAers are invited to bring their lunch and participate in the forum.

For more information, call Ellen Crum, x79859.

A Pilot's View. The National Air and Space Museum is sponsoring a lecture on "World War I: From the Pilot's View," on *Tuesday, October 27*, at 7:30 p.m. at the museum's Albert Einstein Planetarium.

Guest speaker is Cole Palen, who, for nearly 40 years, has collected, restored and flown dozens of aircraft from the early years of aviation history. He will share his unique perspective on such World War I-era aircraft as the SPAD XIII and the Fokker Triplane.

Focus on Disabilities. There will be a panel discussion conducted by DOT employees with disabilities on *Thursday, October 15*, from 10 to 11 a.m. at the U.S. Coast Guard Headquarters building, room 2415.

A second panel discussion will be held on *Thursday, October 22*, from 10 to 11 a.m. at the FAA auditorium on the third floor.

Both panels are being planned by the Office of the Secretary. For more infor-

mation, contact Ken Tiktin, x65840.

A disability awareness open house will be held on *Thursday, October 29*, from 10 a.m. to 2 p.m. in the Nassif plaza.

Vendor displays with the latest state-of-the-art computer equipment and information booths containing disability information will be available.

The event is sponsored by the Federal Transit Administration. Call Charlene Wilder, x62513, for more information.

Doll Deadline. FAAers who volunteered to dress dolls and fill holiday stockings to donate to the Salvation Army are reminded that the gifts are due on *Wednesday, November 4*, at 2 p.m. in the FAA cafeteria.

All FAAers are invited to stop by and see the display.



A raffle for a 36-inch doll—donated by Gail Johnson, last year's 1st place winner—will be held at the event. Proceeds will go to the Salvation Army to purchase additional children's gifts.

For more information, contact Bobbie Smith, x79546, or Gail Johnson, x62171.

Software Engineering. A software engineering workshop will be held on *Tuesday and Wednesday, October 27-28*, at the Omni Shoreham Hotel, 2500 Calvert Street, NW, Washington.

The workshop aims to improve the software acquisition process.

It is sponsored by the Engineering Specialties and Configuration Management Support Division, ASE-600, and the agency's Software Engineering Speciality Group (SESG).

For more information contact Susan Gardner, ASE-600, (202) 646-5637.

Aviation Fellowships. The National Air and Space Museum offers three aviation and space research fel-

lowships next year with stipends ranging from \$13,000 to \$26,000.

Application forms will be available in November. The deadline to submit applications and proposals is January 15.

The fellowships will begin between July 1 and October 1, 1993.

The three programs are the Alfred V. Verville Fellowship, International Fellowship and Guggenheim Fellowship.

To obtain application forms or for more information on all three fellowships, contact Cheryl Bauer (202) 357-1529 or write:

Fellowship Program
National Air and Space Museum
Room 3341, MRC 313
6th and Independence Avenue, SW
Washington, DC 20560

TV Items. It's easy to get an announcement on TV-TEN.

Just fill out a special broadcast request form, sign it and submit it to Patty Fogarty, the news service's editor.

The forms are available in DOT and FAA Offices of Public Affairs.

For more information, contact Patty Fogarty at the DOT Office of Media Relations and Special Projects, A-20, x65564, fax x67211.

FAAers can watch the Transportation Employee Network on several monitors in the FAA Headquarters, Nassif and Coast Guard buildings.

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.

Healthbeat

Flu Shots. Flu vaccines will be administered at the Headquarters clinic on *October 14, 19, 21, 28 and 30*.

Interested FAAers should go to room 327 from 7 to 11 a.m. and 2 to 3 p.m. on the days indicated.

The shots will be given on a first-come, first-served basis.



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

Headquarters Intercom

The Panamanian Probe

When an FAA team headed for the jungles of Panama earlier this year to probe a plane crash, they found a hostile environment—rugged terrain, sweltering heat, dripping humidity, and poisonous snakes and insects. It was an experience they say they'll never forget.



These photos give a glimpse of their adventure.

Cal Walbert, an explosives expert, jumps to the ground from a helicopter on the first day of the FAA investigation. Bud Donner, Kristi Totten-Mackey and Jim Campbell "phone home" using a sophisticated satellite hookup. The clear connection between the jungle town of Sambu and FAA's Washington Headquarters was in sharp contrast to the primitive living conditions of the FAA team during the investigation.

Another member of the investigation team, Greg Phillips of the NTSB, was stung by a scorpion, became seriously ill and was flown back to the United States. After recovering, he made another trip to the crash site in the Darien jungle of Panama.

Find out more about their odyssey in the November issue of FAA World.

Shrinking the Pacific

New Air Traffic Program Speeds Oceanic Travel, Cuts Costs

The FAA is shrinking the Pacific Ocean with an innovative air traffic planning system that cuts airline departure delays, saves fuel, picks the quickest and most flexible air routes and helps eliminate aircraft "bunching."

Called the Dynamic Oceanic Tracking System—or DOTS for short—the program was operationally tested in the South Pacific at the end of September between Los Angeles and Sydney, Australia.

A cooperative venture among the FAA, airlines and the International Civil Aviation Organization, DOTS has already shaved fuel costs and saved three airlines

more than the \$65,000 price of the computer hardware. The FAA supplied the software.

DOTS was pioneered at the New York enroute center in support of transatlantic flights. It has been used by the Oakland center for two years in the central Pacific and is partially operational at the Anchorage center.

The next stop is Fiji, and the FAA hopes to expand DOTS application to the Gulf of Mexico by using the program at the Houston center.

Three airlines—United, Northwest and Qantas—participated in the operational

turn to DOTS on page 3

Highlights

Slow Learners? Turn to page 2 to find out how a Hispanic woman beat the odds.

Alaskan Allocations. FAA has approved \$29.7 million in allocations to 14 Alaskan airports under the Airport Improvement Program.

The largest individual grant—totaling \$5.9 million—is for construction of a new airport in Chenega Bay. Funds will be used, among other things, to acquire land, construct a runway, taxiway, apron and access road, and for snow removal equipment.

In addition to the 14 airports, the Alaska State Aviation System received a planning grant totalling \$238,165.

Intermodal Grants. Intermodal planning grants totalling \$3 million have been awarded to Alaska, Florida, Louisiana, New Mexico, Ohio and a consortium of six New England states.

The recipients are expected to develop plans that will serve as models for other states to improve future transportation planning.

Each plan will address specific needs and problems within a state or region. Typically, intermodal activities could consist of coordination of transit and highway access to airports, improved freight transfer facilities between land-borne and water-borne traffic, or investment in highway overpasses to speed rail traffic.

Each of the states—selected from 35 grant applications—will receive \$454,500, earmarked for intermodal planning that links transportation services, facilities and equipment.

turn to Highlights on page 2

Highlights *from page 1*

New Executive Assistant. FAA Deputy Administrator Barry Harris has a new executive assistant.

Elizabeth Yoest, who joined FAA in 1984, came on board as executive assistant to the deputy administrator at the end of September. She previously served as manager of the Planning and Program Management Division in Aircraft Certification.

Yoest is currently in the senior executive service candidate development program. She replaces Chris George who was recently named assistant superintendent of the FAA Academy in Oklahoma City.

A Family Tradition. The first flight arrived at Pittsburgh Airport's new \$750 million terminal with 13-year-old Evan Sargent emerging as its first passenger.

The Montana youth, along with his father, flew to San Diego two days earlier just so they could be on the first flight. One could say it's the start of a family tradition.

Evan's grandfather and great-grandfather were aboard the first flight to land at Pittsburgh Airport terminal in 1952.

"Maybe the next time it will be space station," said Evan's father.

The new terminal replaces a 40-year-old building that is under consideration for an aviation museum.



Paul Rosenwald

People

A Fitting Finish. Flight Services and Weather Branch Manager Paul Rosenwald has seen the initial flight service station automation effort almost to its completion as he prepares for retirement early next month.

The program, which began 15 years ago, is designed to consolidate more than 350 flight service stations into 61 automated flight service stations. Under the watchful eye of Rosenwald, 59 of those facilities have been commissioned, and the Model I full capacity system is scheduled for national installation within a year.

One of the principal architects of the flight service automation system, Rosenwald served as

its program manager for many years.

Rosenwald, having 38 years of federal service, began his Headquarters career more than 24 years ago as a communications center specialist. He served as an air traffic operations and procedures staff specialist before moving on to the flight service automation project, where he began as a planning specialist and progressed to project manager.

A retirement dinner is being held in Rosenwald's honor at the Hyatt Regency, Crystal City, VA, on Friday, November 13. The cost of the dinner is \$28, including gift.

For more information, contact Rosalyn Asbury, x77042.

Lupita's Saga

A Family of Slow Learners? Not!

She didn't take no for an answer.

That's why Guadalupe Quintanilla's life is a good example of the American dream, says Gil Coronado.

Coronado, who spoke to FAAers last month to celebrate National Hispanic Heritage Month, told this story about Quintanilla.

She was labeled a "slow learner" in her childhood in Texas and eventually dropped out of school. Known as "Lupita," she married at 16 and within five years had three children.

Several years later, her two sons were identified as "slow learners" by school officials and put into a lower reading class.

Lupita was devastated. She had accepted her own labeling as borderline "mentally retarded" by school authorities, but as a mother, she knew her children were bright, smart and fully capable of learning.

Lupita made a personal pledge to return to school—to prepare herself academically so she could help her

children with their assignments. An impossible dream? At first, that's how it appeared.

Without a high school diploma, Lupita couldn't get past the clerk in the registrar's office. Then a student pointed out the registrar's car in the parking lot. Lupita waited there nearly two hours to speak to him. Impressed by Lupita's determination and intensity, the registrar allowed her to enroll in four basic courses. But he warned: "If you don't pass the courses, you're out!"

The rest is history. Lupita went on to earn a junior college degree, a bachelor of science degree "cum laude," a master of arts degree, and eventually her doctorate.

Today, Quintanilla is the assistant vice president for academic affairs at the University of Houston.

One of her sons is a medical doctor, the other an attorney. Her only daughter is also a lawyer. One son recently said, "I feel that God has touched me—and my mother was His hand."

Headquarters Intercom

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Health Insurance Premiums Up 9%

Open Season Begins November 9

FAAers have an opportunity, beginning on *November 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 9% in January.

Health benefits open season runs from *November 9 through December 14*.

The 1993 Enrollment Information Guide and Plan Comparison Chart will be forwarded to all employees in late October.

In conjunction with the open season, a Headquarters health fair will be held on *Monday, November 9*, from 9 a.m. to 3 p.m. in conference room 5ABC.

Representatives from most of the major plans will be there to answer questions and give specific information regarding their plans.

National Treasury Employees Union (NTEU) will not participate in the program in 1993. Employees covered by this plan must choose a new one during the open season.

All changes made to health benefits will take effect on January 10, 1993.

Headquarters FAAers may pick up the Health Benefits Registration Form (SF-2809 Rev. June 90) beginning November 9 in the Employee Relations Branch, AHR-140, room 516.

Questions about open season? Contact Charlene Warren, x73872, or Ida Mack, x73881.

A Dream Come True

Combined Federal Campaign Helps Stricken Youth

Joe—a high school junior—had a simple dream. He wanted to take his friend Kathy to her senior prom, a routine part of growing up for most teens. But for Joe—who is blind and was diagnosed with bone cancer at age 16—the cost of

thing she would never forget," said Joe, "but I never could have done it on my own."

The Children's Hopes and Dreams Foundation—which participated in the Combined Federal Campaign last year for the first time—made Joe's dream a reality.

"I had hoped the foundation would finance Joe's dream but never expected them to do all that they did," said Joe's mother.

In addition to covering the cost of flowers, tuxedo, limousine, meals and a day trip to the beach, the organization flew the couple to their "dream prom" in a vintage Vietnam War Huey helicopter.

The local Army base provided the aircraft and pilot.

"I felt like I was blasting off in a space shuttle," said Joe of the experience. "The ride was the most awesome part of prom night."

For more than 10 years the foundation has been fulfilling the "dreams" of children who suffer life-threatening illnesses.

Joe's story is just one example of how organizations that receive CFC funds help others.



Joe and Kathy prepare to fly to their senior prom in a military helicopter.

attending a prom was more than he or his family could afford.

"Kathy is very special to me and I wanted to make her prom night some-

Pulling for CFC



The first annual Combined Federal Campaign tug-of-war will be held *Thursday, October 22*, from 11:30 a.m. to 1 p.m. behind the FAA Headquarters building.

Each team will have five members and will be composed of at least two females and one member of the senior executive service.

Sixteen teams will be entered in the event.

Trophies will be given to the first and second place teams.

DOTS *from page 1*

test in Fiji last month. The savings—mostly in fuel and maintenance costs and aircraft crew duty time—is pegged at \$20 million a year for the four international carriers serving the routes, estimates Paul Strybing, manager of the Air Traffic Procedures Division.

In "paper trials" at the Oakland center earlier this year, DOTS helped airlines cut from four to 11 minutes off flights between Los Angeles and Sydney and Auckland.

In the actual September tests, the results were even better. Qantas realized daily flight time savings of 16 to 21 minutes.

When those time savings are multiplied by the number of airlines and the frequency they fly the South Pacific every year, they add up to millions of dollars in lower costs. Since aircraft have to carry less fuel, airlines are able to carry more revenue-producing cargo.

Controllers in Fiji, who have been trained by the FAA and the firm that developed the software, are expected to begin full-time operation of flex tracks with DOTS in January.

In addition to Fiji, the FAA has a memorandum of understanding with the French, New Guinea, Australia and New Zealand to use the Oakland center for generating flex tracks.

Group Meetings

Here is a list of the meeting dates, times and places for several employee groups. Membership in all groups is open to all FAAers.

Asian Pacific Coalition. Monthly meetings of the Coalition of FAA Asian Pacific Americans are held the *second Tuesday* of each month from 12 noon to 1 p.m. in the 9th-floor Civil Rights conference room.

Contact Matt Asai, x77542.

Black Coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meetings on the *first Tuesday* of each month from 12 noon to 1 p.m. The next meeting is scheduled for *Tuesday, November 3*, in Headquarters conference room 9AB.

Contact Marcia Adams, x73488.

FWPC. Regular meetings of the Federal Women's Program Committee take place on the *first Wednesday* of each month starting at 11 a.m. in the 9th-floor Civil Rights conference room.

Contact Marcia Adams, x73488.

Headquarters EPG. The Headquarters Employees Participation Group meets the *second Thursday* of every month from 9 to 11 a.m.

The next meeting is scheduled for *Thursday, November 12*, in the MacCracken Room.

All FAAers are welcome and invited to get acquainted with HEPG members.

For more information, contact Bob Cripe, x78211, or Clint Cottrell, x77751.

Hispanic Coalition. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are normally scheduled for the *first Tuesday* of each month at 12 noon in conference room 9B.

Contact Francisco Estrada C., x73140, or Pat Myers, x77882, for more information.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, normally holds its monthly meetings from 12 noon to 1 p.m.

in the MacCracken Room on the *second Thursday* of each month.

The next meeting is scheduled for *Thursday, November 12*.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and bring a guest.

Contact Joe White, x79246.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m.

The next meetings are scheduled for *Tuesday, October 20, and Tuesday, November 3*, in FAA conference room 9C.

Guests are welcome at all meetings and special events.

For more information, call Toastmasters president Lynn Brown, x79589, or publicity vice-president Valerie Kulhanek, x73318.

TQM Meetings. The FAA Headquarters Quality Network holds its monthly meetings the *first Tuesday* of each month from 2 to 3:30 p.m.

The next meeting is scheduled for *Tuesday, November 3*, in conference room 8ABC.

Contact Ted Criswell, x77925, or Steve Untham, x77916.

Volunteer Committee. The FAA Volunteer Committee holds its monthly meetings the *second Tuesday* of each month from 10 to 11 a.m. in FAA conference room 5C.

The next meeting is scheduled for *Tuesday, November 10*.

Contact Margaret Powell, x67037.

Healthbeat

A Shot in the Arm. Free flu shots for FAAers will be given at the clinic on *October 21, 28 and 30*.

Interested FAAers should go to room 327 from 7 to 11 a.m. and 2 to 3 p.m. on the days indicated.

The shots will be given on a first-come, first-served basis.

Flightplan

Focus on Disabilities. There will be a panel discussion conducted by DOT employees with disabilities on *Thursday, October 22*, from 10 to 11 a.m. at the FAA auditorium on the third floor.

For more information, contact Ken Tiktin, x65840.

A disability awareness open house will be held on *Thursday, October 29*, from 10 a.m. to 2 p.m. in the Nassif plaza.

Vendor displays with the latest state-of-the-art computer equipment and information booths can be visited.

The event is sponsored by the Federal Transit Administration. Call Charlene Wilder, x62513, for more information.

Ski Fest. The Burlington, VT, automated flight service station ski club is hosting the second annual New England Ski Fest at Killington, VT, *Sunday through Friday, January 24-29*.

The cost is \$365 for each person and includes five days of lodging and lift passes, round-trip airport transportation, welcome party and more.

A \$50 deposit is required by *Friday, October 30*. It can be sent to: Burlington AFSS Ski Club, c/o Mike Chapman, 1252 Airport Drive, S. Burlington, VT 05433.

For more information, call Mike or Bill, FTS (802) 951-6718, or commercial (802) 863-1541.

Retirement Regs. A briefing will be held on *Monday, October 26*, from 9 a.m. to 1 p.m. to explain new Office of Personnel Management (OPM) regulations affecting retirements benefits.

OPM issued new regulations aimed at improving the processing of court orders affecting retirement benefits under the civil service and federal retirement systems—CSRS and FERS.

The regulations establish rules of interpretation and procedures for processing court orders that divide retirement benefits or award survivor annuities.

They also provide model paragraphs for use in preparing court orders for FERS and CSRS.

Interested in attending? Call Ida Mack, x73881, to reserve a space.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

The Future Is Now

It's a 'Go' for Satellite Navigation, Technical Group Says

The transition from the current ground-based radio navigation air traffic management system to a satellite-



FAA Administrator Thomas Richards, left, with Requirement and Technical Concepts for Aviation Task Force Chairman James Abrahamson.

based one is ready to begin next year, according to a new report.

FAA Administrator Thomas Richards announced the report findings by the Requirement and Technical Concepts for Aviation—RTCA for short—during a recent joint conference with the group.

"The use of this technology gives civil aviation an opportunity to change the way we've done business for the past four decades," said Richards. "If implemented properly, it can, quite literally, eliminate the differences between the level of air traffic services available around the globe."

Richards said that there are many who believe satellites will usher in a new era of aviation. "Even the most conservative believe that their impact will be greater than the introduction of radio-based navigation in the 1950s, or the computer in the 1960s." He added

that he "shares this enthusiasm."

The report stated that extensive use of a global navigation satellite system in the national airspace system is possible prior to the turn of the century. It also said that the technology to support this schedule is available and equipment development is proceeding rapidly.

One year ago the International Civil Aviation Organization endorsed the concept of a worldwide air traffic management system based on the use of satellites. Soon thereafter, then-FAA Administrator James Busey asked RTCA to develop community consensus regarding implementation of global navigation satellite system for civil aviation use in the United States. They were also asked to provide FAA with
turn to Global on page 3

Highlights

CFC Campaign. The Headquarters Combined Federal Campaign runs through November 13.

Turn to page 2 for a list of activities.

College Grants. DOT's Office of Small and Disadvantaged Business Utilization has awarded grants totaling \$560,000 to seven historically black colleges and universities to participate in the student training and education program.

The project will utilize the resources of the historically black schools to develop and implement educational programs to improve the transportation knowledge of disadvantaged business enterprises.

An increase in knowledge and skills will help the businesses to compete successfully for transportation-related contracts.

turn to Highlights on page 2

Sharpening Management Skills

FAA Mid-Level Manager Development Program Selections Announced

Fourteen participants and two alternates have been selected for the new FAA Mid-Level Manager Development Program, announced the Office of Human Resource Development.

All were chosen from a single organization, Regulation and Certification.

The program, targets GM-14s and 15s with managerial and supervisory experience. It is designed to sharpen skills for upper-management positions. Its goal is to enrich the selection pool for these high-level jobs by developing candidates throughout FAA's diverse work force.

Future program announcements will be agencywide.

An orientation workshop will be held October 27 through 30, for all program participants. Other developmental activities include an assessment workshop by the Center for Creative Leadership, rotational and shadowing assignments, special projects, and topical workshops.

During the one- to two-year program, participants will remain in their current positions.

turn to Mid-Level Managers on page 2

Highlights *from page 1*

The new program emphasizes the education and training of minority students and encourages them to become owners and managers of transportation-related businesses. Activities include development of an internship program, a transportation lecture series-curriculum and a faculty fellowship program.

Revised Rules. DOT recently announced a revision to rules governing the computer reservation system (CRS) industry that will benefit consumers and strengthen airline competition.

The rules will improve the ability of carriers to compete on price and service without denying vendors the legitimate benefits of their investments and without requiring management of computer reservation system operations by the government.

The final rule, which becomes effective 75 days after being published in the *Federal Register*, extends computer reservation system regulations through 1997 and strengthens existing rules which have been in effect since 1984.

A key provision will enable travel agents to use equipment and software obtained from suppliers other than a CRS vendor and, if the agency is not using equipment owned by the vendor, to use a single terminal for access to other computer reservation systems and databases.

The final rule readopts the existing requirement that information be organized in an objective and unbiased manner and that participation in a CRS be open to all carriers on a nondiscriminatory basis.

No Intercom. Headquarters *Intercom* will not be published on November 3. The next issue will be dated November 10.

Three Weeks, Please. *Intercom* gladly runs announcements in *Flightplan*.

To make sure information gets in on time, please submit items *at least three weeks in advance* of the event.

CFC Activity Update

The Headquarters Combined Federal Campaign runs through November 13.

This year's theme is "All we need is you."

Here's a list of upcoming CFC events.

'Trick or Treat.' The FAA Day Care Center kids will be "trick or treating" for CFC in the Headquarters building on *Thursday, October 29*.

Pancake Breakfast. A pancake breakfast will be held on *Tuesday, November 3*, at 7 a.m. in the cafeteria during the Administrator's staff meeting.

Bake Sale. There will be a bake sale on *Thursday, November 5*, from 11 a.m. to 1 p.m. on the fifth floor,



outside the snack bar.

Raffle. A CFC raffle drawing will be held in the Headquarters Lobby on *Thursday, November 12*, at 10 a.m.

Walk-A-Thon. A three-mile competitive walk-a-thon and race is scheduled for *Tuesday, November 10*, at 10:30 a.m. at Haines Point. A rain date is set for *Friday, November 13*.

Registration is required. Interested employees should contact their organization's CFC coordinator.

DOT buses will provide transportation to and from the event.

Eagle Awards. Eagle Award winners will be recognized on *Thursday, November 12*, at 10 a.m. in the Headquarters lobby.

Mid-Level Managers *from page 1*

Those selected are:

Roger Anderson
Manager, Airframe Branch
ANE-172

Lori Aquilino
Airworthiness Unit Supervisor
EU-01

Adolfo Astorga
Manager, International
Airworthiness Program Staff, AIR-4

Donald Gonder
Manager, Airframe Branch
ANM-120S

Joseph Hawkins
Deputy Director, Office of
Rulemaking, ARM-2

C. David Hobgood
Manager, Detroit Flight Standards
District Office, DTW FSDO

Lynn Jensen
Manager, Technical Evaluation
Branch, AGL-290

Dana Lakeman
Manager, Systems Surveillance and
Analysis Division, AIR-300

Janet Malouin
Supervisory Aviation Safety
Inspector, ANE-216

Joseph McNeil
Manager, Project SAFE Staff
AEA-200B

Sanida McRae
Program Analyst, Flight Standards
Service, AFS-32

Michele Owsley
Manager, Airplane Certification
Office, ASW-150

Diane Russell
Manager, Planning and Program
Management Branch, ASW-210

Charles Spillner
Manager, Georgia Flight Standards
District Office, ASO-FSDO-11

The two alternates are:

Michael Henry
Assistant Manager, General Aviation
and Commercial Division, AFS-801

Gilbert Thompson
Manager, Systems and Equipment
Branch, ANM-130L

HAP's Happy Birthday

Agencywide Health Awareness Program Starts 4th Year

Ever notice those three hearts with the airplanes flying across them?

It's the logo of the Health Awareness Program, a project of FAA's Office of Aviation Medicine.

The program kicked off its fourth year agencywide on October 1.

Known as HAP for short, the program has two long-range goals.

→ It provides employees with the means of achieving long, healthy lives.

→ Its philosophy is that optimum health helps maintain high employee productivity.

The goals are summarized in HAP's mission: "Maximum productivity through health awareness."

HAP strives to reach these goals by providing health education which helps employees recognize early signs and symptoms of disease. That allows FAAers

to seek health care while their illnesses are still in early and readily manageable phases.

The program also offers diagnostic testing to detect diseases which have no signs and symptoms.



Schedules of HAP's education and diagnostic testing activities are routinely announced in *Intercom*, on electronic signs in the building lobby and on TV-TEN.

At Headquarters, the HAP coordinator is Nancy O'Kane, room 327, x73406, fax x75399.

Global Navigation Satellites from page 1

appropriate recommendations for achieving that objective.

The report contains 64 conclusions and 116 recommendations. Richards said the FAA is already working to put many of them into practice but added that some will require further study.

"Each conclusion and recommendation represent a legitimate point of view, worthy of careful attention and serious consideration," said Richards.

After nine months of study, involving more than 200 aviation community participants, the task force concluded that:

→ Aviation system users need and want the benefits of a global navigation satellite system.

→ The technology required to achieve a satellite system's initial operational capability is available.

→ There are no institutional issues that should hinder an early, initial op-

erational capability.

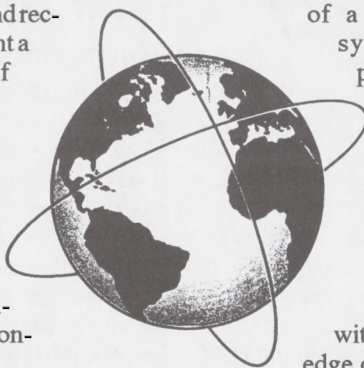
→ The transition to satellite-supported operations should be user-driven and should occur in an evolutionary manner.

→ Initiatives to address and resolve issues involving longer-term use of a worldwide satellite system should begin promptly.

Satellites offer the potential to replace existing navigation systems with one that is capable of worldwide, all-weather navigation.

It can provide users with instantaneous knowledge of their positions to an accuracy far better than most traditional earth-based navigation equipment during essentially every portion of a flight.

Expected benefits to major air carriers and general aviation include reduced flight time, more efficient flight paths and reduced delays.



Healthbeat

A Shot in the Arm. Free flu shots for FAAers will be given at the clinic on *October 28 and 30*.

Interested FAAers should go to room 327 from 7 to 11 a.m. and 2 to 3 p.m. on the days indicated.

The shots will be given on a first-come, first-served basis.

Frightening Facts. Alcohol abuse is now considered one of the country's most serious social and health problems.

The total cost to the nation is estimated at nearly \$120 billion a year in health care expenses, lost production, accidents and crime.

Here are some frightening facts.

→ About 10% of drinkers consume 50% of the alcohol used in the country.

→ The divorce rate is seven times higher among alcoholics.

→ Drunk driving is involved in 50% of fatal auto accidents, resulting in 25,000 lost lives and 650,000 injuries every year.

→ Over 12% of all U.S. national health costs are directly attributed to alcohol-related problems.

Headquarters Intercom

October 27, 1992
No. 92-41

Diane Spitaliere
Editor

Michael A. Malden
Art Director

Published weekly by
The Federal Aviation Administration
Office of Public Affairs
Employee Communications Branch
APA-340
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-7311

Flightplan

Focus on Disabilities. A disability awareness open house will be held on *Thursday, October 29*, from 10 a.m. to 2 p.m. in the Nassif plaza.

Vendor displays with the latest state-of-the-art computer equipment and information booths containing disability information will be available.

The event is sponsored by the Federal Transit Administration. Call Charlene Wilder, x62513, for more information.

Doll Deadline. FAAers who volunteered to dress dolls and fill holiday stockings to donate to the Salvation Army are reminded that the gifts are due on *Wednesday, November 4*, at 2 p.m. in the FAA cafeteria.

All FAAers are invited to stop by and see the display.

A raffle for a 36-inch doll—donated by Gail Johnson, last year's 1st place winner—will be held at the event. Proceeds will go to the Salvation Army to purchase additional children's gifts.

For more information, contact Bobbie Smith, x79546, or Gail Johnson, x62171.

Ski Vermont. The Burlington, VT, automated flight service station ski club is hosting the second annual New England Ski Fest at Killington, VT, *Sunday through Friday, January 24-29*.

The cost is \$365 for each person and includes five days of lodging and lift passes, round-trip airport transportation, welcome party and more.

A \$50 deposit is required by *Friday, October 30*. It can be sent to: Burlington AFSS Ski Club, c/o Mike Chapman, 1252 Airport Drive, S. Burlington, VT 05433

For more information, call Mike or Bill, FTS (802) 951-6718, or commercial (802) 863-1541.

Aviation Fellowships. The National Air and Space Museum offers three aviation and space research fellowships next year with stipends ranging from \$13,000 to \$26,000.

Application forms will be available

next month. The deadline to submit applications and proposals is *Friday, January 15*.

The fellowships will begin between July 1 and October 1, 1993.

The three programs are the Alfred V. Verville Fellowship, International Fellowship and Guggenheim Fellowship.

To obtain application forms or for more information on all three fellowships, contact Cheryl Bauer (202) 357-1529 or write:

Fellowship Program
National Air and Space Museum
Room 3341, MRC 313
6th and Independence Avenue, SW
Washington, DC 20560

Switching Health Insurance? A Headquarters health fair will be held on *Monday, November 9*, from 9 a.m. to 3 p.m. in FAA conference room 5ABC.

Representatives from most of the major plans will be there to answer questions and give specific information regarding their plans.

All changes made to health benefits will take effect on January 10, 1993.

Headquarters FAAers may pick up the Health Benefits Registration Form (SF-2809 Rev. June 90) beginning November 9 in the Employee Relations Branch, AHR-140, room 516.

Health benefits open season runs from *November 9 through December 14*.

For more information, contact Charlene Warren, x73872, or Ida Mack, x73881.

TV Items. It's easy to get an announcement on TV-TEN.

Just fill out a special broadcast request form, sign it and submit it to Patty Fogarty, the news service's editor.

The forms are available in the DOT and FAA Offices of Public Affairs.

For more information, contact Fogarty at the DOT Office of Media Relations and Special Projects, A-20, x65564, fax x67211.

FAAers can watch the Transportation Employee Network on several monitors in the FAA Headquarters, Nassif and Coast Guard buildings.

Lodging Taxes

Knowing the Tax Exemption Rules

Employees travelling on official government business are advised to inquire whether hotel tax rates include state and local taxes when making reservations.

The tax rates quoted in the Federal Travel Directory—issued monthly by the General Services Administration—normally include all state and local taxes. However, a few posted rates may inadvertently not include the applicable taxes. This needs to be confirmed with the hotel.

The tax paid for lodging is considered part of the overall lodging expense, subject to the maximum lodging rate allowable in the area of travel. Travellers are encouraged to acquire occupancy tax exemption forms where applicable.

A current list of jurisdictions offering exemptions can be found in the Federal Travel Directory. The publication also provides information where to obtain tax exemption forms, in addition to explaining how to obtain exemptions in areas utilizing a different tax method.

Managing Travel

Buying the Right Software

Organizations planning to purchase *Travel Manager Plus* software are advised to buy the local area network (LAN) version rather than the numerous single-user versions available.

The LAN version is generally more cost effective when employees are utilizing the software and have access to the local area network. It also provides for centralized updates of per diem rates.

The cost for the single-user version of the new software package is \$131. The LAN version—which can be used by 16 employees simultaneously—\$1,295.

The cost of the worldwide per diem updates for both versions is \$99 a year.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Civil War Enthusiast

FAAer Takes to the Screen

Robert Cammaroto, Airport Policy Branch manager in the Office of Civil Aviation Security, has been a Civil War enthusiast ever since his days at West Point.

In addition to training to be a tour guide at Gettysburg National Park, he is a member of several Civil War reenactment groups.

Most recently, he played the part of a Union soldier fighting the Battle of Gettysburg. This time, however, his performance will be seen by millions of people.

Cammaroto will appear in the upcoming Turner Television Network mini-series "Killer Angels," based on the Michael Schirah novel on the Civil War.

Turner Television used members of many Civil War reenactment groups to accurately portray the Battle of Gettysburg fought in July 1863.

The mini-series will be aired next year to commemorate the 130th anniversary of the battle.



Robert Cammaroto, standing, accompanies mounted Union officer as part of a reenactment group portraying a New York regiment that fought in the Battle of Gettysburg.

Highlights

Secretary's Awards. Look for the recipients of the Secretary of Transportation's Annual Awards in the November issue of *DOT Today*.

The edition features a four-page pullout section which lists award recipients from the FAA and other DOT modes.

\$287,000 Challenge. FAA Administrator Thomas Richards, in a letter to all Headquarters FAAers, encourages employees to support the Combined Federal Campaign, putting an emphasis on payroll deduction.

"CFC offers you a direct channel for helping the less fortunate," he says. "Your contributions can fund self-help programs which will build a brighter future for children who are caught in a cycle of poverty, hunger and disease."

This year, Richards says, Headquarters has a "challenging" goal of \$287,000.

ASD Moves On. System Engineering and Development (ASD) will soon move from FAA Headquarters to the third floor of the Portals building, 1280 Maryland Avenue, SW, Washington.

The mailing address remains the same.

Facility System Engineering (AFE), Operations Research (AOR), and NAS System Engineering (ASE) moves November 13-15.

The office of the associate administrator (ASD) and the NAS Program Management Service (APM) relocates November 20-22.

The remaining ASD organization, Research and Development Service

turn to Highlights on page 2

Who's Really Afflicted?

Don't Be Blind or Deaf to Potential of Employees with Disabilities

"To succeed people with disabilities often have to be twice as capable and twice as qualified as the next job candidate," says Joe Del Balzo.

"They constantly fight preconceived notions about their ability and their disability," the agency's Executive Director for System Operations told FAAers during a panel discussion last month to mark National Disability Awareness Month.

Del Balzo emphasizes that people with disabilities aren't the only ones afflicted.

There are many people, he says, "who are blind to the potential in all human beings and deaf to the appeals of people with disabilities to be treated with the same dignity as the able-bodied."

Del Balzo points out that some people are handicapped "by their own prejudices which won't allow them to see disabled individuals as productive, successful members of the workplace."

And there are some, Del Balzo says, "who may not possess all their faculties—compassion, caring, or that seventh sense, a sense of fairness."

Highlights *from page 1*

(ARD), will join the group in the summer of 1993.

An ASD locator will soon be released with the new telephone numbers and office locations. Future DOT and FAA directories will reflect these changes.

A 15-passenger van will provide service between Headquarters, the Portals building and the Worldtrade building every 15 minutes.

School Grants. FAA awarded \$80,000 to two aviation magnet schools to increase aviation education opportunities for students in secondary schools.

A \$60,000 grant was given to Dade County Public Schools, Miami. Virginia's Roanoke City Public Schools, received \$20,000. Both schools will provide matching funds.

Magnet schools offer specialized curricula and are designed to bring together children from different social, economic and ethnic backgrounds.

FAA sponsorship of the aviation magnet secondary school grant program lays the groundwork for students entering the field of aviation. It helps them acquire the necessary general education, and technical and managerial skills, to meet the needs of the future.

Inspecting 747s. FAA recently issued an airworthiness directive to U.S. airlines to inspect fuse pins on all 747s with old-style pins and on all Pratt & Whitney and Rolls-Royce engines with new-style fuse pins.

Aircraft with the old-style pins must be inspected within 30 days with recurrent inspections every 500 landings.

New-style fuse pins must be inspected before 5,000 total landings or within 30 days on engine pylons 2 and 3, and 60 days on engine pylons 1 and 4, whichever occurs later.

The directive states that the fuse pins must undergo ultrasonic inspection and the midspar pylon fitting must have a detailed visual inspection.

The airworthiness directive requires aircraft operators to submit a written report to FAA of all cracks and corrosion found in initial inspections.

Missing Bags. The nation's 10 largest airlines improved their on-time performance record in August despite the cancellations of numerous flights in Florida and Louisiana due to Hurricane Andrew, according to the latest DOT air travel consumer report.

The report also shows that carriers had an increase in mishandled bags for the same time period.

Airlines posted an 80.3% on-time record in August, up from July's 79.8% mark but not as good as August 1991's 83.3%.

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

Airlines compiled a record of 6.44 mishandled bags for every 1,000 passengers in August, up from July's 5.94 mark and August 1991's 5.26.

DOT received 811 complaints from consumers about airline service in August, down slightly from July's 847 mark but more than August 1991's total of 684.

Airport Security. The Murtala Muhammed International Airport in Lagos, Nigeria, does not maintain effective security measures, the DOT says.

A team of FAA security experts recently assessed security measures at the airport and found it did not meet minimum international standards.

Carriers issuing tickets for travel between the U.S. and Lagos are required to notify passengers buying tickets of the lax security.

DOT's order says the Lagos airport's security measures fail to meet standards set by the International Civil Aviation Organization. The order also states that conditions exist which threaten the safety and security of passengers, aircraft and crew traveling into or out of the airport.

A notice of the security determination is being displayed prominently at all U.S. airports and published in the *Federal Register*.

FAA will work with the Nigerian government to improve security at the airport. When deficiencies are corrected, an FAA assessment will take place. If satisfactory, DOT will notify the public that the airport's security is effective.

Relocation Rules

PCS Allowances Increase

Permanent change-of-station relocation expense allowances have been increased for certain resident transactions.

When selling a home at the old official duty station, reimbursement shall not exceed 10% of the actual sale price or \$20,799—whichever is less.

When purchasing a home at the new official duty station, reimbursement shall not exceed 5% of the purchase price or \$10,399—whichever is less.

This information was published in the September 30 *Federal Register* and applies to employees whose effective date of transfer is on or after October 1, 1992.

Three Weeks, Please

Next Deadline is November 17

Intercom gladly runs announcements in *Flightplan*.

To make sure the information gets to FAAers on time, please submit all items at least three weeks in advance of the event.

If we receive it by 4:30 p.m. Tuesday, it will appear in the issue that goes to the printer three days later.

Bring *Flightplan* announcements to room 909-B or call x77311.

Headquarters Intercom

November 10, 1992
No. 92-42

Diane Spitaliere
Editor

Michael A. Malden
Art Director

Published weekly by
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Employee Communications Branch
APA-340

800 Independence Avenue, SW
Washington, DC 20591
(202) 267-7311

Florida's Friends

Headquarters FAAers Give \$8,000 to Hurricane Andrew Victims

Headquarters employees donated a total of \$8,000 in cash and 70 cartons loaded with food, clothing, toys and other goods to south Florida FAAers victimized by Hurricane Andrew.

Gib Shade, an air traffic control procedures specialist who initiated the Headquarters relief drive, was recently



Gib Shade accepts letter of appreciation from Administrator Thomas Richards.

honored for his work by Administrator Thomas Richards.

Shade was Air Traffic's employee participation group chairperson when the ferocious storm hit. He sprang into action and turned the fundraising drive into a cooperative effort.

Quickly, the relief drive became a coordinated effort of various employee participation groups (EPGs) in cooperation with the Headquarters Employee Participation Group (HEPG).

A large portion of the money came from individual donations. Additional funds were raised in a variety of ways including the sale of bake goods and pizza.

Richards gave Shade a letter of appreciation and commended him for his "swift and efficient establishment of a cooperative effort among FAA Headquarters groups."

Richards told Shade that he should be "very proud" of his efforts which "benefitted our fellow employees and the public at large."

Several of Shade's Air Traffic bosses, including Bill Pollard, Lane Speck and Ted Davies, were at the ceremony along with Bob Cripe, chair, and Clint Cottrell, co-chair of the Headquarters EPG, to offer congratulations.

Shade lauded the spirit of Headquarters employees who made the fundraising a success.

"The response was overwhelming," Shade said. "People just jumped on the bandwagon."

Shade recently ended a four-year stint at Headquarters to become assistant air traffic manager at the Altoona AFSS in Pennsylvania.

Health Benefits

It's Time for Employees to Review Their Insurance Options

Open season—which runs through December 14—gives employees a chance to assess their health benefits.

In response to the Office of Personnel Management's request, the availability of preferred provider networks has been expanded.

For the first time, the plan comparison chart features benefits available through preferred providers and those available to non-preferred providers.

Employees will see increased benefits in the following areas.

→ Expanded preventive screening measures, including early detection of prostate and colon-rectal cancer.

→ Elimination of lifetime ceiling on prescription drugs.

→ More consistent out-of-pocket catastrophic limits for covered expenses

for medical, surgical and mental health benefits.

Several health plans are dropping out of the Federal Employees Health Benefits Program. Employees enrolled in these plans need to review their options in selecting another plan. Not changing plans will result in no health benefits in 1993.

Here is a list of health plans—along with their general locations—that will no longer be available to employees.

NTEU, nationwide

Aetna, NJ

Aetna of Tennessee

Nashville/central TN

CIGNA of Kansas

Wichita area

CIGNA of Massachusetts

Springfield, Worcester and eastern MA

CIGNA of Ohio

central Ohio

CIGNA of Texas

Dallas-Ft. Worth

EQUICOR of Houston, Houston

Greater Marshfield

northwest Wisconsin

Health Plus, Inc.

Puerto Rico

PruCare of New Jersey, northern,

central and southeastern NJ

Total Health Care

Kansas City area

Tufts Associated

eastern and central MA

For more information, employees should contact their servicing Human Resource Management Division.

Flightplan

AXO Awards. The AXO national honorary awards ceremony will be held on *Tuesday, November 17*, at the Ramada Renaissance Techworld, 999 9th Street, NW, Washington, at 10 a.m.

The event will recognize the recipients of the "Spirit of AXO" and the "AXO Link" awards.

The AXO honorary awards program was implemented in June. It recognizes the accomplishments of the organization's mission through the spirit of cross-organizational team work.

A shuttle bus will be available to and from the Headquarters building.

For more information, contact Kathy Ponchock, x73017.

Rosenwald Retirement. The date for a retirement dinner for Paul Rosenwald, Flight Services and Weather branch manager, has been changed to *Thursday, December 3*.

The event will be held at the Hyatt Regency, Crystal City. The cost of the dinner is \$28, including gift.

For more information, contact Rosalyn Asbury, x77042.

Entertainment Books. The Headquarters chapter of the National Black Coalition of Federal Aviation Employees is selling entertainment books for 1993.

Books are available for Maryland, Virginia and the District of Columbia. The cost is \$35 and will be available through December.

For more information, contact Lorraine Neal, x78848, Vera Edwards, x78834, Pam Seldon, x73191, or Dennis Jackson, x77635.

JFK Reunion. A Kennedy Tower reunion is scheduled for *Monday through Wednesday, February 15-17*, at the Showboat Hotel, Las Vegas, Nevada.

The event includes several parties, a reunion dinner and a chance to play golf.

The hotel rate is \$34 a night for single and double occupancy. Thirty

rooms are available at this rate.

For more information and to register for the event, contact Bill Fedowich, (904) 476-6609 home, or (904) 444-5629 work, or David Royall, PO Box 310326, Atlanta, GA 30331, (404) 344-6910.

Aviation Fellowships. The National Air and Space Museum offers three aviation and space research fellowships next year with stipends ranging from \$13,000 to \$26,000.

Application forms will be available this month. The deadline to submit applications and proposals is *Friday, January 15*.

The fellowships will begin between July 1 and October 1, 1993.

The three programs are the Alfred V. Verville Fellowship, International Fellowship and Guggenheim Fellowship.

To obtain application forms or for more information on all three fellowships, contact Cheryl Bauer (202) 357-1529 or write:

Fellowship Program
National Air and Space Museum
Room 3341, MRC 313
6th and Independence Avenue, SW
Washington, DC 20560

Baby Benefit. A benefit dance for the Boarder Baby Project will be held on *Saturday, December 5*, at the Sheraton Washington Hotel, 2660 Woodley Road, NW, Washington, at 7:30 p.m.

The project, founded in 1990, addresses the plight of infants who are abandoned in Washington area hospitals after being born to poverty-stricken and drug-addicted parents. The project pro-

vides transitional homes for the babies.

The cost of the ticket for the event is \$85.

For more information call Jillene Nicolao, ACI-200, x73106.

Executive Forum. The Federal Executive Institute Alumni Association will hold its eighth annual "Executive Forum," *Wednesday through Friday, February 3-5*, at the Sheraton Reston Hotel, Reston, VA.

The conference is sponsored by the association which is operated by the Office of Personnel Management.

The theme of the forum is "Changing Government: New Designs for America."

Topics include the decay of the nation's infrastructure, new world order, reforming the health care system, future of U.S. public education, and revitalizing inner cities.

Also, competitiveness and international trade, rethinking defense, and agriculture and environmental policies.

The association is an exclusive network of graduates of the Federal Executive Institute residential executive development programs.

It has 2,500 members who serve in the highest ranks of the federal career service.

The fee schedule is \$495 for non-members, \$450 for Federal Executive Institute Alumni Association members, \$200 for non-member retirees and \$150 for association member retirees.

Special group rates are available to agencies that reserve a block of registrants by *Tuesday, December 15*.

For more information, call (703) 476-5546.

People

Extra Leave? Victoria Everett and Edith Egypt, both from the Office of International Aviation, are eligible candidates under FAA's leave donor program.

Everett is scheduled to have surgery November 16.

Egypt, who recently underwent leg surgery, requires several months of recovery time.

Both employees have little leave.

FAAers can donate up to one-half of the annual leave they would normally accrue this year. Employees from other government agencies can also make contributions.

For more information, contact Barbara Ullom, AHR-150, x77608.



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

Headquarters Intercom

A Somber Beginning

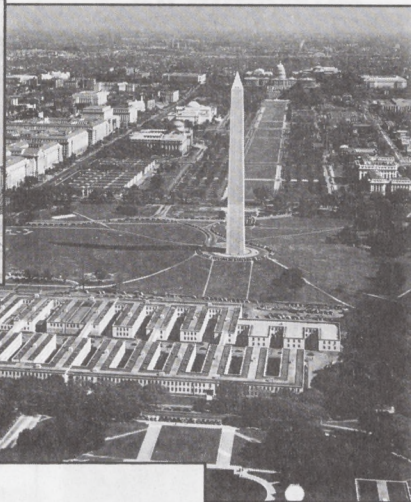
Headquarters Marks 29th Anniversary

The FAA Headquarters building had a somber beginning 29 years ago.

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 move, which was complete in December, brought together

under one roof employees formerly housed in several widely dispersed buildings, including some temporary buildings of World War II vintage near the Washington Monument.

In 1965 a helipad was opened atop the Headquarters building. Designed to serve federal officials making sudden trips during emergencies, the facility was not heavily used and subsequently closed in 1984.



Highlights

Fighting Terrorism. The FAA has proposed standards for explosives detection systems—automated devices that sound an alarm when they sense the presence of explosives—before they can be used to screen airline baggage.

The proposed criteria are based on the best scientific, intelligence and investigative information available on how to combat the technological challenges of terrorism, the agency says.

It's unlikely that any single explosives detection technology will meet the performance requirements. The FAA expects combinations of existing technologies will have to be used until a new breakthrough is developed. The FAA encourages manufacturers to combine resources to develop and build screening systems as quickly as possible.

The unclassified criteria was published in the November 4 *Federal Register*.

Black History. African American History Month will be observed during the month of February, with the theme "Afro-American Scholars: Leaders, Activists, Writers."

Anyone wishing to serve on the Black History Month committee, should contact George Thomas, ACR-3, x73267, room 900 West.

Orlando Grants. The Greater Orlando Airport Authority received three FAA grants totaling \$39 million to improve aircraft access to terminals and to build a new international terminal.

The largest grant—\$20 million—will be used to rehabilitate ramps to improve aircraft access to terminal areas, improve electrical systems, and develop plans and

turn to **Highlights** on page 2

Highlights *from page 1*

specifications for reconstruction of a runway.

A \$10 million grant will go toward the construction of an international passenger terminal, an access road, and the installation of airport security equipment.

The remaining \$9 million will be used to acquire land for a fourth runway and environmental mitigation.

Florida's Friends. FAAers have contributed more than \$153,000 to help 200 agency workers in South Florida victimized by Hurricane Andrew.

The relief effort has already given \$100,000 to employees and will continue to disperse money this month. Any excess will be forwarded to Southern Region Headquarters as seed money for a relief fund for future natural disasters.

Flying First. Five hot air balloons representing the United States, England, Holland, Belgium and Germany recently left Bangor, ME, marking the first transatlantic balloon race.

Each balloon had two crew members and was propelled by a combination of hot air and helium.

FAAers in Bangor were actively involved in planning the event. Tower employees served as official timers and certifiers. Airway Facilities employees provided communications support, while automated flight service station FAAers handled the flight plans for each balloon.

The Bangor City Council passed a resolution thanking FAAers for making the event a success.

CAMI Milestone. The Civil Aeromedical building in Oklahoma City marked its 30-year anniversary in October.

The facility houses the Civil Aeromedical Institute, which is responsible for conducting most of FAA's medical research activities. It is the center for aeromedical certification, occupational and environmental health and aeromedical education functions.

The building was dedicated 30 years ago by then-FAA Administrator Najeeb Halaby.

Overseas Assignments

An Employee's Perspective

Ever wonder what it's like to work overseas?

Former Human Resource Management executive staffer Jane Mayne did more than just think about it. Last year, she became the first woman executive officer in FAA's Brussels office. A single parent, Mayne now oversees FAA administrative activities and works with U.S. embassies in Europe, Africa and the Middle East.

She now reflects on her decision to venture into unknown territory.

"It's been a wonderful experience for both my daughter and me," said Mayne, "and well worth the effort."

The effort she refers to involved a lengthy relocation process beginning with a SF-171 submission. It included passport applications, physical exams, security clearances, moving of household goods, and arriving at a new post in a foreign country only weeks before Christmas.

"We arrived on December 5. By the end of the month we were in our new home, complete with furniture and a new car," said Mayne.

Mayne is no stranger to government travel. Prior to joining FAA in

1988, she served temporary duty stints in Saipan, Fiji, Mali, Mauritania, Niger and Senegal. This is her first FAA overseas position and the first time her nine-year-old daughter Jennifer accompanied her.

"Jennifer's French is better than mine," said Mayne, adding that she is now taking French lessons.

Mayne sees her job as more of a facilitator, working with straightlined organizations to come to a consensus and then carrying out the policy. Her responsibilities are varied, ranging from assuring that new arrivals are provided adequate housing to training organizations on a newly-implemented budget system.

Mayne's tour will keep her in Europe for several years.

During fiscal year 1992, FAA authorized about 40 international change of stations to support the growing presence of FAA in the international aviation community.

FAAers abroad join the American foreign service community, comprised, for the most part, of State Department and U.S. Information Agency foreign service officers. Their dependent children enroll in American schools abroad often studying with children from many countries in the diplomatic and expatriot communities at each post.



Jane Mayne

Advocate for Excellence

Program Control Branch Manager Shirley Miller receives the ATR-100 Advocate of the Quarter Award from Systems Plans and Programs Division Manager William Behan. The honor recognizes individuals who have made extraordinary efforts in helping the division accomplish particularly challenging goals. Miller was lauded for managing the development and implementation of a financial plan to relieve acute personnel shortages throughout the division in a creative, timely and efficient way.



Group Meetings

Here is a list of the meeting dates, times and places for several employee groups. Membership in all groups is open to all FAAers.

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Contact Matt Asai, x77542.

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Guests are welcome at all meetings and special events.

Contact Toastmasters president Lynn Brown, x79589, or publicity vice-president Valerie Kulhanek, x73318.

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Three Weeks, Please Next Deadline is November 24

Intercom gladly runs announcements in *Flightplan*.

To make sure the information gets to FAAers on time, please submit all items *at least three weeks in advance* of the event.

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Bring *Flightplan* announcements to room 909-B or call x77311.

The deadline for the December 8 issue (the approximate date employees get it) is *Tuesday, November 24*.

Headquarters Intercom

November 17, 1992
No. 92-43

Diane Spittallere
Editor

Michael A. Malden
Art Director

Published weekly by
The Federal Aviation Administration
Office of Public Affairs
Employee Communications Branch
APA-340

800 Independence Avenue, SW
Washington, DC 20591
(202) 267-7311

The Right Message

Remember to Change Voice Mail Greeting

Ever wonder if your message is getting through after hearing the voice mail recording, "I'm either on the phone or away from my desk right now?"

Many times the person being called is either on travel or annual leave for an extended period. But callers don't know that. As a result, they wait for a return call that may never come.

The solution is simple. When out of

the office for more than a day, employees should record a new message informing callers of their circumstances. It only takes a minute and places less of a burden on secretaries and other staff members. When callers receive unsatisfactory messages, they usually press zero for more information. In many cases, this would not be necessary with an appropriate voice mail greeting.

Flightplan

Holiday Spirit. Air Traffic will hold its annual holiday party on *Friday, December 11*, at 11 a.m. at the Andrews Air Force Base NCO Club.

Interested employees must sign up and pay no later than *Friday, December 4*. The price is \$20 for each person.

Payment can be made to Melodie DeMarr, ATP-230, room 412, or to any Air Traffic employee participation group representative.

For more information, call DeMarr, x79247.

Entertainment Books. The Headquarters chapter of the National Black Coalition of Federal Aviation Employees is selling entertainment books for 1993.

Books are available for Maryland, Virginia and the District of Columbia. The cost is \$35 and will be available through December.

For more information, contact Lorraine Neal, x78848, Vera Edwards, x78834, Pam Seldon, x73191, or Dennis Jackson, x77635.

JFK Reunion. A Kennedy Tower reunion is scheduled for *Monday through Wednesday, February 15-17*, at the Showboat Hotel, Las Vegas.

The event includes several parties, a reunion dinner and a chance to play golf.

The hotel rate is \$34 a night for single and double occupancy. Thirty rooms are available at this rate.

For more information and to register for the event, contact Bill Fedowich, (904) 476-6609 home or (904) 444-5629 work or David Royall, PO Box 310326, Atlanta, GA 30331, (404) 344-6910.

Aviation Fellowships. The National Air and Space Museum offers three aviation and space research fellowships next year with stipends ranging from \$13,000 to \$26,000.

The deadline to submit applications and proposals is *Friday, January 15*.

The fellowships will begin between July 1 and October 1, 1993.

The three programs are the Alfred V. Verville Fellowship, International Fellowship and Guggenheim Fellowship.

To obtain application forms or for more information on all three fellowships, contact Cheryl Bauer (202) 357-1529 or write:

Fellowship Program
National Air and Space Museum
Room 3341, MRC 313
6th and Independence Avenue, SW
Washington, DC 20560

Baby Benefit. A benefit dance for the Boarder Baby Project will be held on *Saturday, December 5*, at the Sheraton Washington Hotel, 2660 Woodley Road, NW, Washington, at 7:30 p.m.

The project, founded in 1990, addresses the plight of infants who are abandoned in Washington area hospitals after being born to poverty-stricken and drug-addicted parents. The project provides transitional homes for the babies.

The cost of the ticket for the event is \$85.

For more information call Jillene Nicolao, ACI-200, x73106.

Executive Forum. The Federal Executive Institute Alumni Association will hold its eighth annual "Executive Forum," *Wednesday through Friday, February 3-5*, at the Sheraton Reston Hotel, Reston, VA.

People

The Real McCoy. Navy computer scientist Willie "Mac" McCoy was so impressive on a nine-month detail to the Office of Information Technology (AIT) that he was invited back for a second stint.

A participant in the Department of Commerce Science and Technology Fellowship Program, McCoy worked on new initiatives aimed at improving FAA's information resources.

He provided support in the planning of an FAA corporate systems architecture and activities related to data management, computer-aided software en-

The conference is sponsored by the association which is operated by the Office of Personnel Management.

The theme of the forum is "Changing Government: New Designs for America."

Topics include the decay of the nation's infrastructure, new world order, reforming the health care system, future of U.S. public education and revitalizing inner cities.

U.S. competitiveness and international trade, rethinking defense, and agriculture and environmental policies, will also be addressed.

The association is an exclusive network of graduates of the Federal Executive Institute residential executive development programs.

It has 2,500 members who serve in the highest ranks of the federal career service.

The fee schedule is \$495 for non-members, \$450 for Federal Executive Institute Alumni Association members, \$200 for non-member retirees and \$150 for association member retirees.

Special group rates are available to agencies that reserve a block of registrants by *Tuesday, December 15*.

For more information, call (703) 476-6646.

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.

gineering and application re-engineering.

McCoy's performance in demonstrating the use of computer-aided software engineering in planning an automated inventory management system was outstanding, his supervisors say.

He recently returned to the Office of Information Technology to apply computer-aided software engineering technology to the development of the organization's business plan. Analysis of model results will support decisions concerning strategies, priorities, and future directions of the office.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Violent, cauliflower-shaped pillars of ash and gas billow from the Augustine Volcano in Alaska in 1986.

Clouds of Destruction

It Takes Teamwork to Avoid Mother Nature's Wrath

Volcanoes spew clouds of destruction that jeopardize air traffic. But teamwork can help pilots avoid Mother Nature's wrath, say aviation experts.

That's one conclusion in a lengthy article about volcanoes and aviation that appears in the current issue of *FAA Aviation Safety Journal*.

An explosive eruption of the Augustine Volcano in 1986, for example,

disrupted air traffic in the south-central part of the state by injecting large amounts of very small rock fragments and corrosive gases into the upper troposphere and lower stratosphere—the normal cruising altitude for passenger jets.

In late 1989 and early 1990, another Alaskan volcano, Mount Redoubt, blew
turn to Volcano on page 5

Administrator's EEO Awards

Nominations Due by December 11

Nominations for the Sixteenth Annual Administrator's Awards for Excellence in Equal Employment Opportunity are being accepted through December 11 in the Office of Civil Rights.

Nominations are based on individual activities and accomplishments during the 1992 fiscal year. They can be for internal, as well as external, program activities.

turn to EEO on page 7

Highlights

Reclassifying Airspace. In less than a year, a rule reclassifying and simplifying airspace goes into effect.

Turn to page 3 to learn how letters of the alphabet are replacing old, familiar acronyms, such as ATA, TCA and ARSA.

Indian Heritage. November is National American Indian Heritage Month.

In an statement to all employees, DOT Secretary Andrew Card urges everyone to reflect on the significant contributions made to this country by Native Americans.

"I urge you to learn more about their hardships, traditions and values. Clearly, their dignity and steadfastness are vital elements of the American spirit," said Card.

Moffet Moves On. Michael Moffet, assistant administrator for Policy, Plan-
turn to Highlights on page 2

Highlights *from page 1*

ning and International Aviation, was recently named vice president-international of the American Association of Airport Executives.

Moffet will direct the association's international accreditation, membership and training programs.

His current assignment with FAA is his fourth with the agency, dating back to May 1982 when he was special assistant to the director of FAA's Office of Europe, Africa and the Middle East.

Moffet, who leaves FAA on November 28, is one of the agency's seven top management political appointees.

Hall of Famer.

A former FAAer has recently been inducted into the Virginia Aviation Hall of Fame.

Bill Whittle, former manager of the Washington Airports District Office, was selected as a recipient of the honor by the Board of Directors of the Virginia Aeronautical Historical Society.

Whittle earned a reputation for his dedication to public service and aviation. He was instrumental in the development of Baltimore-Washington International and Dulles International airports.

In 1964, Whittle served as chief of the U.S. Civil Aviation Assistance Group in Peru. In that capacity, he helped perform the United States supersonic transport validation study and served as a member of the French-Anglo-U.S. Committee which produced the Concord SST certification data.

Whittle retired in 1990 with more than 51 year of federal service.

Downward Trend. A National Transportation Safety Board study shows that between 1983 and 1988 there was a "downward trend" in total general aviation accidents, fatal gen-

eral aviation accidents, general aviation accidents fatal to the pilot and alcohol-involved accidents fatal to the pilot.

The study further indicates that the percent of conclusive toxicology tests that were alcohol positive for fatally injured general aviation pilots decreased from about 10% in the mid-1970s to about 6% in the late 1980s.

However, the data also show evidence of high blood alcohol concentrations for general aviation pilots injured in alcohol-involved accidents. The mean blood alcohol concentrations of the alcohol-positive pilots was 0.15%, more than three times the 0.04% concentrations established as the highest permissible level under current FAA regulations.

Evidence of certificate violations, flying inexperience, and risk-taking behavior, such as buzzing, was indicated by the data.

The safety board said the times of fatal accidents involving alcohol appear roughly consistent with typical nighttime hours of drinking for the general population. It said there is a need for comprehensive state laws on alcohol and drug use in general aviation and a need to identify pilots who may fly while impaired by alcohol or drugs.

Among other recommendations, the board said FAA should develop procedures to receive test results reported by states.

Be Sensible. Drinking increases during the holidays, so here are some tips to help FAAers avoid problems.

➔ If you choose not to drink, just say "no thanks." Expect others to respect your choice—you don't need an excuse for not drinking. Remember: it's your choice.

➔ Sipping drinks allows the body to eliminate the alcohol before it accu-

mulates in your blood. Sensible drinkers don't gulp drinks.

➔ Eating while drinking is a good idea. Food slows the rate of alcohol absorption and its effects.

➔ Knowing when to stop avoids intoxication. Responsible drinkers know their limits and stick to them.

➔ Sensible drinkers don't drink before or during work, while taking medication, or while operating equipment of any kind.

Turkey Toss. Two years ago, *Intercom* reported on an annual "Turkey Drop" in a small Arkansas town that ruffled the feathers of the Humane Society of the United States.

At the society's request, Southwest Region Flight Standards FAAers conducted an investigation. Although the agency concluded that pilots involved were not violating federal aviation regulations because there was no risk to persons or property, adverse publicity



Bill Whittle



This live turkey was tossed from an airplane in the skies over Yellville as part of the town's 1990 Turkey Trot Festival.

prompted the town's business and civic leaders to distance themselves from the practice.

In 1990, according to published reports, Yellville dropped 10 to 12 wild turkeys from a plane over an open field, giving townspeople a chance to catch one and take it home to eat.

This year, it was reported that fewer turkeys were dropped during the annual event.

Reclassifying Airspace

Acronyms are Out, Alphabet is In

In less than a year, a rule reclassifying and simplifying airspace goes into effect.

Instead of the more familiar acronyms, such as ATA, TCA, ARSA, the rule will establish six classes of U.S. airspace.

They will be designated by a single letter of the alphabet—A, B, C, D, E, and G. There is no F—the International Civil Aviation Organization Class F has no equivalent in U.S. airspace.

Objectives of the airspace reclassification are to:

- Simplify airspace designations and boost safety.
- Increase standardization of

equipment and pilot requirements for operations in various classes of airspace.

→ Promote pilot understanding of air traffic control services available.

→ Achieve international uniformity.

Simplification of the airspace will make it easier for pilots to understand the requirements needed to operate in U.S. airspace.

The changes will have very little impact on airline pilots using instrument flight rule procedures. Other pilots will find minimal changes to operating rules.

The reclassification will result in a

significant change to Federal Aviation Regulation, Part 71. It will eliminate the current difficulty of determining which requirements apply when several types of airspace are designated around an airport by simply correlating the class of controlled airspace to the airspace surrounding the area.

In another change, Part 91 permits pilots flying under visual flight rules to remain clear of clouds while operating in Class B—formerly TCA—airspace.

Most other changes are a matter of inserting the new alphabetic class of airspace in the place of the old acronyms.

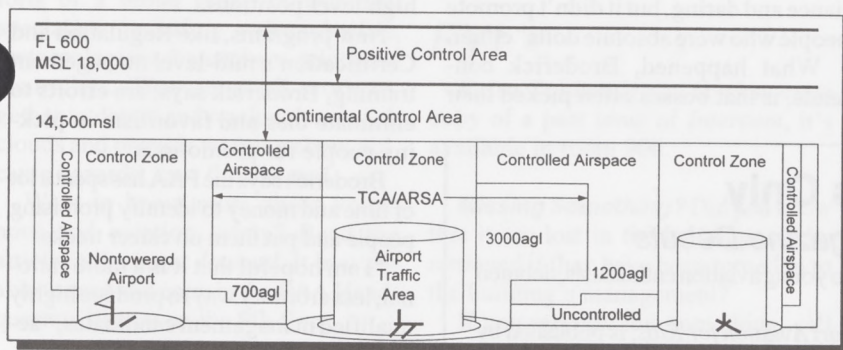
The only airspace not renamed by the reclassification is Special Use Airspace.

Since reclassification will not be effective until September 16, the next year will be a transition period. During this time, FAA will begin to implement changes to the visual aeronautical charts and educate pilots and air traffic controllers on reclassification through publications, videotapes and meetings.

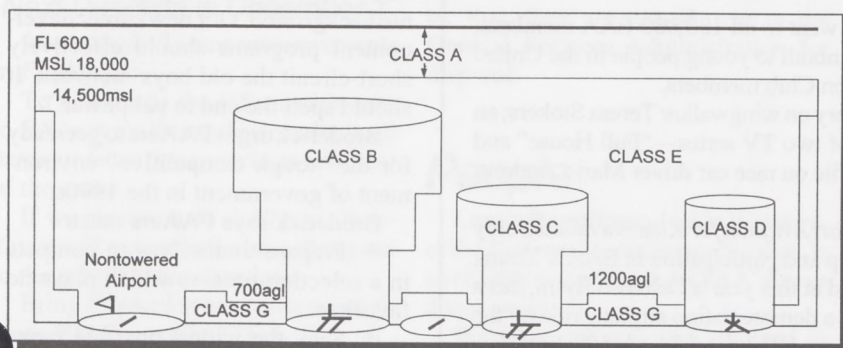
For more information on airspace reclassification call Bill Mosley, ATP-230, (202) 267-9251.

Thanks to Louise Oertly, associate editor of FAA Aviation News, for this report.

Current Airspace Classification



New Airspace Reclassification



msl - above mean sea level
agl - above ground level
FL - flight level

Headquarters Intercom

November 24, 1992
No. 92-43

Diane Spitaliere
Editor

Michael A. Malden
Art Director

Published weekly by
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'Pal Power' Fizzling

Short-Circuit the Old Boys' Job Network, Broderick Says

New career programs are helping the FAA throw the "three p's" out the window, says a top agency official who likens the "old FAA" to the "camaraderie of an Elks Club."

That's how Tony Broderick sees it. He applauds the diminishing importance of "pal power, parochialism and prowess" in helping men get promotions.

Here's how it used to work, Broderick told a group of FAAers recently selected for a mid-level manager development program in his organization.

Of the 14 picked for the one- to two-year program, more than half are women and minorities.

"The old FAA was very much of a pal-ocracy," says Broderick, the Associate Administrator for Regulation and Certification.

"Men joined the FAA as young

adults and spent their entire working lives here. A man would simply wait for his boss to get a promotion or retire, and he could expect to get bumped up to fill the vacancy," Broderick says.

Although the old system was a way



'The old FAA was very much of a pal-ocracy. . . Power and perks were parceled out among one's pals.'

Tony Broderick
Associate Administrator
for Regulation and Certification

of life in many bureaucracies and wasn't especially sinister, Broderick believes it "rarely promoted to the top people who were noteworthy for their brilliance and daring, but it didn't promote people who were absolute dolts" either.

What happened, Broderick contends, is that bosses often picked their

successors producing a "system of ill-disguised patronage and favoritism. Power and perks were parceled out among one's pals."

The major problem, Broderick says, is that the system tended to exclude others.

"The pool of potential management candidates was made up of people very comfortable in each other's company. They were often long-time friends and sometimes even members of the same carpool," according to Broderick. "They shared a lot in common, which is to say they had a 'members

only' sign posted at the point of entry. It was a system of inbreeding which perpetuated sameness at the top." The result? Few women and minorities in high level positions.

New programs, like Regulation and Certification's mid-level management training, Broderick says, are efforts to eliminate bias and favoritism in picking people for promotions.

Broderick says the FAA has spent a lot of time and money to identify promising people and put them on career tracks.

"I am hopeful that it is a more rational, less arbitrary way to produce highly qualified management candidates," according to Broderick. "And I am confident that it will produce a candidate pool which is more balanced and diverse in terms of race, gender and ethnic background. Our new career development programs should effectively short-circuit the old boys' network. It should spell the end to pal power."

Broderick urges FAAers to get ready for the "tough competitive" environment of government in the 1990s.

Broderick says FAAers must:

➔ Prepare themselves to compete in a selection process which plays no favorites.

➔ Seek the widest possible range of experience throughout the FAA.

➔ Develop essential but hard-to-learn skills in managing people.

For Kids Only

New Aviation Magazine Debuts

A new bi-monthly magazine, targeted to young aviation enthusiasts, debuted this month.

The 36-page full-color publication, *Sport Aviation for Kids*, is published by the Experimental Aircraft Association (EAA).

The magazine is the focal point of a new EAA youth membership program called the Sport Aviation Club. The club is specifically for young people aged 17 and under.

While the magazine's premiere issue went to all 130,000 EAA members, future issues will be mailed every other month to young people in the United States and Canada who are Sport Aviation Club members.

Articles in the first edition include a story on wingwalker Teresa Stokers; an interview with pilot Dave Coulier, star of two TV series—"Full House" and "America's Funniest People"; and a profile on race car driver Mario Andretti and his interest in ultralight airplanes.

Not scheduled for newsstand sales, *Sport Aviation for Kids* is available only through Sport Aviation Club membership and participation in EAA's Young Eagles program. Young Eagles, launched at this year's Oshkosh fly-in, has a goal of giving one million young people a demonstration airplane ride by the year 2003—the 100th anniversary of powered flight and EAA's 50th birthday.

For information on both programs, contact the EAA, PO Box 3086, Oshkosh, WI 54903-3086, (414) 426-4800.

Volcano *from page 1*

s stack. Its ash clouds damaged five commercial airliners.

The most serious incident occurred when a 747 encountered a drifting ash cloud while descending to land at Anchorage.

After entering the cloud about 150 miles northeast of Redoubt at 25,000 feet the pilot tried to climb out of it. The plane gained nearly 3,000 feet of altitude when all four engines failed.

The aircraft dropped 13,000 feet without power before the engines were restarted and landed safely in Anchorage. Repair costs were estimated at more than \$80 million.

During the past decade, the aviation community has learned some hard lessons about the threat of volcanic ash.

Since the threat isn't likely to disappear in the coming years, the best solution is to avoid contaminated areas.

Avoidance requires coordinated efforts of a broad group of technical specialists including volcanologists, meteorologists, dispatchers, pilots and controllers. They must all work together to detect and track volcanic ash clouds and provide warning about volcanic hazards, says the *Journal*.

Want to know more about volcanoes and aviation safety? Read the article in the latest *Journal*. It is available to read and copy in the FAA Headquarters library on the 9th floor.

Three Weeks, Please

Next Deadline is December 1

Intercom gladly runs announcements in *Flightplan*.

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FAA Debuts New Child Care Brochure

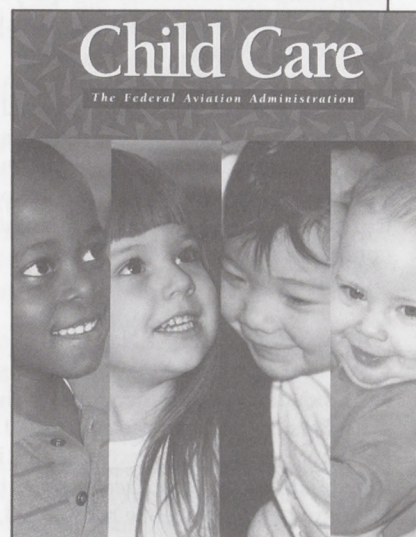
FAA has a new brochure that gives an overview of the agency's child care program.

It takes a close look at the individual centers serving FAAers at Washington Headquarters, Alaskan and Great Lakes regional offices, Mike Monroney Aeronautical Center, Technical Center, and Oakland air route traffic control center.

Several more child care centers are being planned.

The brochure has been designed so that additional inserts can be included as the agency adds new centers.

Top FAA officials say child care is one of the most important benefits the agency can provide for working parents today and it is responding by developing an exemplary program.



FYI . . .

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

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.

People

Leave Donations. Jackie Wattawa, of the Systems Maintenance Service, is an eligible candidate under FAA's leave donor program.

Wattawa was recently involved in an automobile accident and sustained a broken leg. This is being complicated by existing medical conditions.

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.

Extra Room? Co-op students from across the country who work at the FAA often confront sticker shock when they try to find accommodations for their stint in the nation's capital.

To ease the financial crunch, FAAers who own rental property or have an extra room or know of reasonably-priced accommodations are asked to contact Fred Williams, x77963, of Human Resource Management's recruitment section, AHR-152.

Due to surgery earlier this year, Wattawa has little leave. Her recovery time will be considerable.

Anyone wishing to donate leave, should contact Barbara Ullom, AHR-150.

Monetary contributions are being accepted in ASM-10 to help defray other related costs. For more information, call x73077.

Group Meetings

Here is a list of the meeting dates, times and places for several employee groups. Membership in all groups is open to all FAAers.

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The next meeting is scheduled for *Tuesday, December 8*.

Contact Margaret Powell, x67037.

'Tis the Season Watch Out for Thieves

It's become a holiday tradition around FAA Headquarters—'tis the season for cheer and thieves.

FAAers are urged to take extra steps to make sure personal items and government equipment aren't ripped off.

During the holidays, the number of

thefts at Headquarters increases.

In previous years, tens of thousands of dollars worth of 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, wallets and bags.

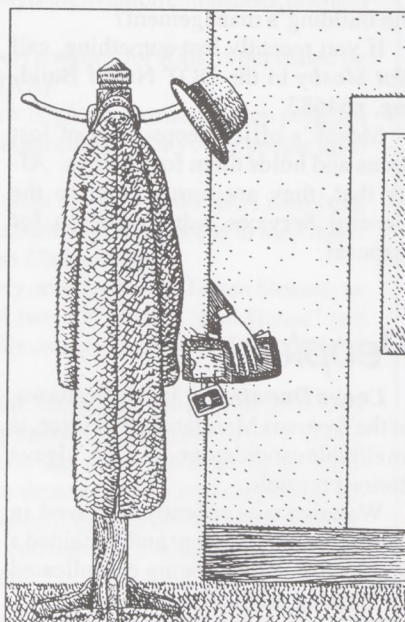
Never leave personal property unattended unless you are willing to risk loss.

The government is not responsible for personal property loss.

Here are some tips. Never leave a wallet in a coat pocket hanging on a coatrack. Never leave a purse under a desk or in an unlocked drawer. Take it with you or keep it in a locked drawer or locked file cabinet.

Security officials say it is the responsibility of individual users to safeguard high-value equipment and software such as computers—especially laptop versions—by keeping them properly secured when left unattended.

Lock equipment in a secure room or secure it with an approved cable tie-down or similar locking device.



EEO Awards *from page 1*

Special attention should be given to employee contributions in the following categories:

- Employment and advancement of women and minorities.
- Support of DOT and FAA diversity goals.
- Hispanic employment program.
- People with disabilities program.
- Aviation career education for minorities and women.
- Disadvantaged business enterprises.
- Historically black colleges and universities program.
- Hispanic association of colleges and universities program.
- Other minority university programs.

All nominations must be signed by a member of the Administrator's management team and endorsed by an

organization's servicing civil rights officer. A 5 by 7 black and white photograph should be included in the nomination package.

Award recipients will be nominated by FAA for the Secretary's Award for Diversity next October. There will be no further solicitation for this award.

A panel, made up of FAAers involved in equal employment programs in Headquarters and field organizations, will review all nominations and make recommendations to the Administrator.

All nominations will be reviewed on an equal basis. Awardees will not be selected based on location, grade, sex, race or occupation.

An awards ceremony is scheduled for March 16 in Washington, DC.

For more information, call George Thomas, ACR-3, (202) 267-3267.

EAP

A Healthy Alternative

Can the Headquarters Employee Assistance Program (EAP) help you?

There are four good reasons to try it: life, health, family and job.

EAP is a private and confidential program. It is authorized by laws to protect the privacy of the individual and the confidentiality of client records. Job security and promotional opportunities will never be jeopardized by using the program.

Kim Brams, currently acting EAP manager, replaces Jerry Meade who left to pursue a full-time private counseling practice.

Brams is located in room 327 and can be reached on x73945. The agency's external contractor—Personal Performance Consultants—can be reached on 1-800-234-1EAP.

Rewarding Excellence

St. Louis Tower Lauded for Testing Converging Runway Technology

St. Louis International tower air traffic controllers and staffers were recently lauded for field testing the operational evaluation of the converging runway display aid and the dependent converging instrument approach procedures.

The converging runway display aid is software that helps controllers set up and maintain appropriate separation of aircraft on final approach to converging runways. It is part of the latest automated radar terminal system—called ARTS IIIA—software release that went on line at 62 sites last July.

In an awards ceremony at St. Louis International tower, facility manager Joe Hokit and NATCA facility representative William Otto accepted the award from Research and Development Service Director Steve Zaidman and Air Traffic Plans and Requirements Service Director Walter Mitchell.

Philadelphia International tower FAAers were recognized for their contribution to the development of a prototype site adaptation package.

Other organizations singled out for recognition included Air Traffic System Management, Air Traffic Rules and Procedures, the Office of Air Traffic Program Management, the MITRE Corporation, Computer Technology Associates, Inc., Technical and Management

Assistance, Inc., the Office of System Capacity and Requirements, Baltimore-Washington International tower, Spirit of St. Louis airport, the FAA Technical Center and the Research and Development Service.

Individual plaques were awarded to honored employees.



St. Louis International Tower Manager Joe Hokit, second from right, and NATCA Representative William Otto, second from left, accept facility award from Air Traffic Plans and Requirements Service Director Walter Mitchell, left, and Research and Development Service Director Steve Zaidman.

Flightplan

Focus on Careers. A Career Development Fair will be held on *Wednesday, December 2*, from 10 a.m. to 2 p.m. in the Headquarters building lobby.

The theme of the event is "Preparing Yourself for the Future."

Event participants will include representatives from local colleges and universities, and FAA's special emphasis programs. Other training opportunities will also be available.

The fair is sponsored by the Career Development and Training Branch, AHR-120.

For more information, call Diane Ables, x73880, or Genise Stancil, x73895.

Entertainment Bargains. The Headquarters chapter of the National Black Coalition of Federal Aviation Employees is selling entertainment books for 1993.

Books are available for Maryland, Virginia and the District of Columbia. The cost is \$35 and will be available through December.

For more information, contact Lorraine Neal, x78848, Vera Edwards, x78834, Pam Seldon, x73191, or Dennis Jackson, x77635.

Lunchtime Talk. The Headquarters chapter of the Professional Women Controllers Association is sponsoring a "Table Topics" luncheon on *Wednesday, December 9*, from 11:30 a.m. to 1 p.m. in Headquarters conference room 9AB.

Joe White, of the Office of Air Traffic Rules, will be speaking on Total Quality Management.

All FAAers are invited to bring their lunch and participate in the forum.

For more information, call Ellen Crum, x79859.

Los Angeles Anniversary. The Los Angeles air route traffic control center is celebrating the 30th anniversary of its relocation from Los Angeles to Palmdale.

A dinner and possible open house

are being planned for late February or early March.

Employees interested in attending the event, should contact one of the following people by *Tuesday, December 15*, with a current address and phone number: William Keigwin, 38537 Desert View Drive, Palmdale, CA 93551, (805) 947-6369; Dean Martin 43718 Waddington, Lancaster, CA 93536, (805) 942-5539; or Douglas Eggers, 2336 Shadybridge Avenue, Escondido, CA 92029, (619) 489-5467.

Air Traffic Party. Air Traffic will hold its annual holiday party on *Friday, December 11*, at 11 a.m. at the Andrews Air Force Base NCO Club.



Interested employees must sign up and pay no later than *Friday, December 4*. The price is \$20 for each person.

Payment can be made to Melodie DeMarr, ATP-230, room 412, or to any Air Traffic employee participation group representative.

For more information, call DeMarr, x79247.

Kennedy Reunion. A Kennedy Tower reunion is scheduled for *Monday and Tuesday, February 15-17*, at the Showboat Hotel, Las Vegas.

The event includes several parties, a reunion dinner and a chance to play golf.

The hotel rate is \$34 a night for single and double occupancy. Thirty rooms are available at this rate.

For more information and to register for the event, contact Bill Fedowich, (904) 476-6609 home or (904) 444-5629 work or David Royall, PO Box 310326, Atlanta, GA 30331, (404) 344-6910.

Aviation Fellowships. The National Air and Space Museum offers three aviation and space research fellowships next year with stipends ranging from \$13,000 to \$26,000.

The deadline to submit applications and proposals is *Friday, January 15*.

The fellowships will begin between July 1 and October 1, 1993.

The three programs are the Alfred V. Verville Fellowship, International Fellowship and Guggenheim Fellowship.

To obtain application forms or for more information on all three fellowships, contact Cheryl Bauer (202) 357-1529 or write:

Fellowship Program
National Air and Space Museum
Room 3341, MRC 313
6th and Independence Avenue, SW
Washington, DC 20560

Executive Forum. The Federal Executive Institute Alumni Association will hold its eighth annual "Executive Forum," *Wednesday through Friday, February 3-5*, at the Sheraton Reston Hotel, Reston, VA.

The conference is sponsored by the association which is operated by the Office of Personnel Management.

The theme of the forum is "Changing Government: New Designs for America."

Topics include the decay of the nation's infrastructure, new world order, reforming the health care system, future of U.S. public education and revitalizing inner cities.

U.S. competitiveness and international trade, rethinking defense, and agriculture and environmental policies, will also be addressed.

The association is an exclusive network of graduates of the Federal Executive Institute residential executive development programs.

It has 2,500 members who serve in the highest ranks of the federal career service.

The fee schedule is \$495 for non-members, \$450 for Federal Executive Institute Alumni Association members, \$200 for non-member retirees and \$150 for association member retirees.

Special group rates are available to agencies that reserve a block of registrants by *Tuesday, December 15*.

For more information, call (703) 476-6646.



U.S. Department
of Transportation
Federal Aviation
Administration

Headquarters Intercom



Three Decades

Dulles Celebrates 30th Birthday

Thirty years ago, President John F. Kennedy called Washington Dulles International Airport "a distinguished ornament of a great country and great governmental system."

Kennedy dedicated the futuristic airport on November 17, 1962, along with former President Dwight D. Eisenhower. Eisenhower unveiled a bust of John Foster Dulles, his Secretary of State, the airport's namesake.

Two days later on November 19, an Eastern Air Lines Super Electra from Newark, NJ, became the first commercial plane to land at the new airport.

These photos show the airport terminal under construction and President Kennedy with FAA Administrator Najeeb Halaby at the dedication ceremony.

Read more about Dulles in the December issue of FAA World.

Highlights

More Money. Most federal employees are scheduled to get a 3.7% pay raise next year. The salary boost becomes effective on January 10. See page 3 for a copy of the new pay scale which was recently printed in the *Federal Employees News Digest*.

Over the Top. FAA Headquarters surpassed its money goal for this year's Combined Federal Campaign. As of November 17, more than 58% of employees contributed \$310,724—outpacing the target of \$286,788. When the final tally is announced, Headquarters hopes to meet a goal of 75% participation.

Lawyers Lauded. Two FAA lawyers receive special praise. Turn to *People* on page 2.

High Velocity Pricetag. Remember those three high velocity, ferocious storms earlier this year—Hurricanes Andrew and Iniki and Typhoon Omar? They wreaked havoc on dozens of FAA facilities in Florida, Hawaii and Guam.

Current estimates peg the damage suffered by agency facilities and equipment at \$21 million. Most of the destruction was in South Florida.

Read more about how the FAA coped with these disasters in the December issue of *FAA World*.

Incomparable Instructor. Bill Kershner is general aviation's "Flight Instructor of the Year."

From Sewanee, TN, Kershner received the award at an agency ceremony.

turn to Highlights on page 2

Highlights *from page 1*

During the November 16 event at FAA Headquarters, Kershner was recognized for numerous pilot training books he has written.

Kershner began flying in 1945, received a private pilot's license the next year and earned naval aviator wings in 1953.

During the past 20 years, he has routinely been a guest lecturer at universities and colleges. Since 1969, Kershner has taught aerobatics and advanced flight instruction.

In giving the award, the FAA said Kershner's students have received the "highest caliber training aviation has to offer, in classrooms, in the air and on the ground."

During his nearly 50 years in aviation, Kershner has accumulated about 10,000 total flight hours and 5,000 instruction hours.

Top Technician. John Canedo of Herndon, VA, is general aviation's "Maintenance Technician of the Year"—an honor he received during an FAA ceremony on November 16.

Canedo was lauded for this 40 years of dedication to aviation maintenance. His aircraft product improvement modifications have been incorporated by several general aviation manufacturers.

Canedo, who began flying and repairing airplanes in high school in Buffalo, NY, obtained his pilot's license at 17. A year later he received a commercial certificate and earned an airframe and powerplant license.

He was praised for his troubleshooting prowess and determination to "leave no stone unturned."

Both the instructor and technician awards are sponsored by the AOPA Air Safety Foundation, General Aviation Manufacturers Association, National Business Aircraft Association and the FAA.

Black History. The FAA, along with other federal agencies, will celebrate Afro-American history during the month of February.

The theme of this year's observance is "Afro-American Scholars: Leaders, Activists, Writers."

The Office of Civil Rights has established a black history planning committee. It is responsible for planning and coordinating all FAA Headquarters activities.

For more information, contact George Thomas, ACR-3, x73267.

Improved Performance.

September's on-time performance of the largest U.S. carriers showed improvement over August but was not up to the record-setting mark of a year ago, according to the latest DOT Air Travel Consumer Report.

The carriers also handled baggage better in September, while consumers registered fewer complaints against the airlines than in the previous month.

The nation's 10 largest airlines had a September on-time arrival of 85.2%, an improvement over August's 80.3% but not as good as September 1991's 87.9%, the best mark in the five years since DOT began collecting this information.

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

The carriers had a mishandled baggage rate of 5.41 complaints for every 1,000 passengers in September, better than August's 6.44.

Complaints filed with DOT about airline service totaled 688 in September, down more than 15% from August's 811 but up from September 1991's total of 569. Complaints for the first nine months of 1992 totaled 5,578, down from 6,002 registered in the same period of 1991.

No Intercom. Headquarters *Intercom* will not be published on December 8. The next issue will be December 15.

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

People

Recognizing Research. FAA Chief Scientist Robert Machol recently received the "George E. Kimball Medal" from the Operations Research Society of America.

At the organization's awards luncheon in San Francisco, Machol was cited for "distinguished service to the



Bob Machol displays the "George E. Kimball Medal."

society and to the profession of operations research."

In the society's 40-year history, the medal has been awarded 22 times.

Litigation Laurels. FAA attorneys Richard Danforth and Daphne Fuller recently received the "John Marshall Award for Interagency Cooperation in Support of Litigation" from the Attorney General.

Danforth is deputy assistant chief counsel for Airports and Fuller is acting manager in the Environmental Law Branch.

Nominated by the Environment and Natural Resources Division of the Justice Department, both were cited for 15 years of unprecedented success and cooperation in cases involving the environmental impact of airport traffic nationwide.

The award nomination stated that "because of their extraordinary efforts, FAA has not suffered a defeat in more than 15 years of litigation challenging final agency actions on environmental ground—a record unsurpassed in the Federal government."

An awards ceremony will be held this month at the Justice Department in Washington, DC.

No Simple Solution

FAA Grapples with New Jersey Aircraft Noise and Traffic

Grappling with air traffic and aircraft noise over New Jersey is "overwhelmingly complex," say FAA officials, who released the congressionally-mandated draft environmental impact statement on the Expanded East Coast Plan on November 12.

The draft statement represents a preliminary step to lessen noise and bring some relief to New Jersey residents.

The FAA is also scheduling a series of six public hearings in New Jersey to get public comment and help determine which alternative, or combination, could lead to some noise mitigation.

Once the hearings are completed, the FAA intends to move quickly in an attempt to bring relief from aircraft noise for New Jersey citizens, agency officials say.

The draft environmental impact statement represents the first phase of the legal process to examine environmental implications of various alternatives.

The draft environmental study, which applied only to New Jersey and aircraft flying over 3,000 feet, reviewed

alternatives developed as a result of a series of public meetings and by the FAA.

Any decision, the FAA cautions, must consider the effect on safety, operational efficiency, delays and the potential economic impact to the New Jersey-New York region and the rest of the nation.

One alternative would "roll back" the entire 1987 Expanded East Coast Plan which initially reduced air traffic

Rolling back the East Coast Plan would lower the noise impact for about 45,000 New Jersey residents but increase noise for at least 1.4 million others.

delays in the New York-New Jersey area and increased capacity.

The study revealed that a return to 1986 routes, with the additional 1991 traffic load, lowers the noise impact for about 45,000 residents of several New Jersey communities. But at least 1.4 million people would suffer a substantial increase due to the concentration and cumulative effect of more aircraft on fewer routes.

Other options include routing aircraft over the ocean at night when there is less air traffic or fanning out Newark southbound departure traffic.

The possibility of routing air traffic 24 hours each day over the ocean was considered. It isn't feasible because of serious safety concerns, severe cut-backs, delays and other operational disruptions in Newark, LaGuardia and Kennedy flight patterns.

The agency emphasizes that it is committed to doing all it can to work with New Jersey public officials, citizens and the aviation industry to seek solutions.

The draft environmental impact statement is the broadest noise impact study ever done by the FAA because it evaluates noise impact for an entire state.

For example, instead of one airport or flight path, this study encompasses 16 airports, 1,300 routes and more than 5,000 flights a day, plus overflights.

Written comments on the draft environmental impact statement must be received by the FAA by January 22.

JANUARY 1993 GENERAL SCHEDULE PAY RAISE (3.7%)

Step	1	2	3	4	5	6	7	8	9	10	Within-grade increase
GS-1	\$11,903	\$12,300	\$12,695	\$13,090	\$13,487	\$13,720	\$14,109	\$14,503	\$14,521	\$14,891	Varies
2	13,382	13,701	14,145	14,521	14,683	15,115	15,547	15,979	16,411	16,843	Varies
3	14,603	15,090	15,577	16,064	16,551	17,038	17,525	18,012	18,499	18,986	\$487
4	16,393	16,939	17,485	18,031	18,577	19,123	19,669	20,215	20,761	21,307	546
5	18,340	18,951	19,562	20,173	20,784	21,395	22,006	22,617	23,228	23,839	611
6	20,443	21,124	21,805	22,486	23,167	23,848	24,529	25,210	25,891	26,572	681
7	22,717	23,474	24,231	24,988	25,745	26,502	27,259	28,016	28,773	29,530	757
8	25,159	25,996	26,837	27,676	28,515	29,354	30,193	31,032	31,871	32,710	839
9	27,789	28,715	29,641	30,567	31,493	32,419	33,345	34,271	35,197	36,123	926
10	30,603	31,623	32,643	33,663	34,683	35,703	36,723	37,743	38,763	39,783	1,020
11	33,623	34,744	35,865	36,986	38,107	39,228	40,349	41,470	42,591	43,712	1,121
12	40,298	41,641	42,984	44,327	45,670	47,013	48,356	49,699	51,042	52,385	1,343
13	47,920	49,517	51,114	52,711	54,308	55,905	57,502	59,099	60,696	62,293	1,597
14	56,627	58,515	60,403	62,291	64,179	66,067	67,955	69,843	71,731	73,619	1,888
15	66,609	68,829	71,049	73,269	75,489	77,709	79,929	82,149	84,369	86,589	2,220

Headquarters Intercom

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Flightplan

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Exploring Information Technology

'Videoconferencing' Topic of December 7 Presentation

Another in a series of Headquarters presentations on the latest developments in information technology is scheduled for *Monday, December 7*.

Called "Presentations in New Technologies: Videoconferencing," it will be held from 1:30 to 4 pm in the auditorium.

Videoconferencing is just one of many new technologies helping employees accomplish the FAA mission. It is particularly useful at a time when travel budgets are reduced.

Theron Gray, Assistant Administrator for Information Technology, AIT-1, encourages managers and staff to attend.

The presentation will provide answers to the following questions: What is videoconferencing? How can it best

be used? What are the benefits? Which formal standards can be counted on? What will be destroyed by de facto standards? Can the existing LAN/WAN infrastructure truly support multimedia applications? How will the real-time and stored media applications and technologies merge? Which vendors have the best products?

Al Lill, vice president of Enterprise Network Strategies at Gartner Group Subscription Service, will provide an analysis of the emerging videoconferencing industry and offer recommendations for implementation.

The presentation is sponsored by the Office of Information Technology.

For more information, call Dani Levenson, AIT-200, x79973.

FAA Remembers

Music Memorial Fund. A memorial music scholarship fund has been established in honor of Angela Dooley, a contract specialist in the Systems Operations Engineering Branch who recently died in a white water rafting accident.

A strong supporter of her local church orchestra, Mrs. Dooley believed that young people desiring to play musical instruments should be given every opportunity to express their talents.

The fund, established in her memory, will help children who cannot afford instruments or lessons.

Contributions, either monetary or used-repairable instruments, are being accepted by the Immanuel Bible Church, 5211 Backlick Road, Springfield, VA 22151. Her husband, Jim, who is an active church member, is the executor of the fund.

For further information call him on (703) 455-7926.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

All Dolled Up

FAAers Brighten Holidays for Less Fortunate Youths

For the fifth year in a row, FAAers brightened the holidays for hundreds of Washington-area children.

Working with the Salvation Army, more than 250 employees volunteered to dress dolls and fill stockings which will be distributed to children who might not receive holiday gifts.

Bobbie Smith, of the Aircraft Certification Service, began the annual event in 1987 by giving out 30 dolls to a few FAAers to clothe.

This year, Smith distributed more than 300 dolls and 250 stockings. Once the dolls were dressed and the stockings filled, they were shipped to the Salvation Army for distribution. But not before they were displayed in the FAA cafeteria where a Salvation Army representative hailed the group for their generosity.

Deena Collier's doll—called Sabrina—won first place in the annual doll judging. According to
turn to Dolls on page 3



Bobbie Smith and a Salvation Army representative display some of the many dolls dressed by FAAers.

Highlights

A Lot of Heart. Headquarters FAAers are a generous group, especially 125 employees who contributed 1% or more of their annual salary to this year's Combined Federal Campaign. They are honored as Eagle Award winners.

This year, Headquarters has more than double the number of Eagle Award recipients as last year.

Clinton Advisor. Federico Pena, Denver's former mayor who was instrumental in pushing through the new Denver International Airport, has been tapped by the Clinton-Gore transition team to review federal transportation issues.



Federico Pena, right, hands pen to then DOT Secretary Sam Skinner during groundbreaking ceremonies for new Denver International Airport. Dignitaries signed their names on huge billboard that said, "You Made It Happen."

Muzzling Noise

FAA Outlines Actions to Make Metro New York Quieter

The FAA has outlined a comprehensive series of actions designed to reduce noise in densely populated metro New York.

Reporting to Congress on the results of its Aircraft Noise Mitigation Review, the agency said the review identified changes in air traffic procedures and patterns that would lessen aircraft noise without compromising air traffic safety or efficiency.

These are some of the measures that have been identified:

- ➔ Raising helicopter flight altitudes

over New York's Westchester County.

➔ Amending flight patterns to allow more flights bound for LaGuardia airport to remain over Long Island Sound on approach and landing.

➔ Conducting tests to determine procedures to disperse or modify aircraft departures or approaches at Kennedy International and LaGuardia.

➔ Charting a new visual approach procedure for the Westchester County airport to put flights over Long Island Sound.

turn to Noise on page 3

Named a "cluster coordinator," Pena will study transportation agencies, including the FAA, and prepare briefings for President-elect Clinton and Vice-President-elect Al Gore.

Pena is one of nine cluster coordinators. Coordinators are in charge of
turn to Highlights on page 2

Highlights *from page 1*

dividuals who are visiting agencies and getting information on their structure, organization, budget and personnel.

Headquarters Accolade. FAA Headquarters has won the prestigious Chairman's Award for this year's Combined Federal Campaign. To receive the honor, an organization must have a participation rate of 75% and raise an average of at least \$100 per employee for CFC charities.

More CFC news on page 4.

Pinpointing Pagers. The Space Management Branch, AAF-51, is looking for Headquarters FAAers who have FAA-owned pagers.

The staff needs to identify these employees in order to transfer the pager service contract to a new vendor.

All custodians of FAA pagers are asked to identify themselves, in writing, to Edye Stewart by Thursday, December 24. Be sure to include the pager type and personal identification or telephone number.

For more information, call Stewart, x77944.

\$2 Million Penalty. The FAA has settled a \$2 million civil penalty case against Delta Air Lines for violations of safety rules and regulations, primarily in aircraft maintenance.

In a consent order, the FAA accepted payment of \$1.5 million and suspended the remaining \$500,000, pending Delta's compliance with the terms of the order.

The agency said it was pleased with the airline's cooperative attitude and aggressive actions to correct deficiencies.

While the agency said Delta is now operating in accordance with FAA safety standards, the FAA expects full accountability for any air carrier's failure to comply with federal air regulations.

A Delta inspection, completed in February 1991, uncovered 20 violations of FAA regulations. Another 42 maintenance violations were docu-

mented by FAA offices other than the original investigation team, some as recently as last summer.

Violations uncovered by FAA's inspection team include:

➔ Operating an aircraft on 63 flights without complying with an FAA order to inspect the aircraft for cracks in the rudder control section.

➔ Operating seven aircraft on 138 flights without complying with an FAA order designed to prevent binding of the aileron controls.

➔ Operating a 727's auxiliary power unit 3,229 hours beyond its normally-scheduled visit to the maintenance shop.

Software Engineering. More than 200 FAAers recently attended the first annual FAA Software Engineering Workshop held at the Omni Shoreham Hotel in Washington, DC.

During opening remarks, Operational Support Service Director Chuck Stith emphasized the critical role of the agency's Software Engineering Specialty Group (SESG) in coordinating improved software engineering practices.

Topics at the two-day event included software program management, requirements management, and acquisition planning. In addition to FAAers, representatives from other government agencies and the software engineering industry also participated in the workshop.

The event, sponsored by the Engineering Specialties and Configuration Management Support Division, ASE-600, and the Software Engineering Specialty Group, drew more than 100 requests for additional information by those who attended.

A similar one-day workshop is being planned at the FAA Technical Center in New Jersey.



Operational Support Service Director Chuck Stith addresses the first annual Software Engineering Workshop.

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 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.

One in a Million. DOT Secretary Andrew Card urges DOT and FAA employees to register as possible bone marrow donors. "You could be one in a million," Card says.

Each year, more than 16,000 American are stricken with leukemia, Aplastic Anemia, or one of 60 other fatal blood disorders.

For many, the only hope for survival comes from a bone marrow transplant. However, only 30% of these cases can find a match within the patient's family. The need for minority donors is especially critical.

In a memo to employees, Card emphasizes that there is a "critical" shortage of minority donors—only 14% of the national bone marrow registry.

For more information, call the National Institutes of Health's Marrow Donor Center at (301) 496-0572.

Noise *from page 1*

→ Establishing a second instrument landing system at Stewart Airport in Newburgh to allow the redistribution of aircraft noise through the use of more than one airport approach.

→ Increasing noise reduction awareness training for air traffic control personnel and system users.

In response to noise concerns expressed by some New Jersey residents, Congress directed the FAA to prepare an Environmental Impact Statement to assess the impact of the implementation of the Expanded East Coast Plan over New Jersey.

New York and Connecticut residents, concerned about aircraft noise, also sought legislative help to address their concerns. To speed up implementation of broad solutions in the New York metro area, the FAA worked with Congress to develop this review.

The review's recommended actions will be combined with the agency's ongoing environmental impact study to lessen the effects of aircraft noise in the

metro New York area, the agency said.

Although Congress directed the agency to conduct the noise review for airspace within a 55 nautical mile radius of LaGuardia, the FAA expanded the review area to make sure all residents of metro New York were included.

In conducting the review, the FAA held 18 listening sessions in New York and Connecticut. An FAA team, using information from the sessions, written comments and information from the draft environmental impact statement, concluded that there were several alternatives available to reduce noise.

In addition to the review's recommendations, FAA regulations require the phase-out of all noisier Stage 2 aircraft in the United States by the year 2000.

When the phase-out is complete, the number of people exposed to significant aircraft noise will be reduced from 2.7 million to 400,000. In the New York metro area, the population receiving significant aviation noise would be reduced from about 700,000 to fewer than 100,000.

Dolls *from page 1*

Collier, who works in the Office of Civil Aviation Security Policy and Planning, the doll's attire was representative of the daughter of the "first free man of color."

A 36-inch bride doll, outfitted by Gail Johnson of the Office of Human Resource Management, was raffled at the event. The proceeds went to the Salvation Army to buy more children's gifts.



Deena Collier displays the first place winner in the annual doll judging.

People

Leave Donations. Pat Haynes, a program analyst in ANR-140, is an eligible leave recipient in FAA's leave sharing program.

Over the last year, Haynes has experienced several medical problems that have kept her out of work for extended periods of time.

Anyone interested in donating annual leave to Haynes, should contact Naomi Bryant, AIR-530, x79560.

Healthbeat

Holiday Ups and Downs. The holiday season is normally a time of cheer and joy. For many Americans, however, it can be a time of emotional depression. Feelings of isolation and being out of step with others often emerge.

Being aware of the following early signs of depression can help in prevention.

- A sense of fatigue.
- Difficulty sleeping or waking up early.
- Worrying about finances and other things that are normally not a problem.
- Negative feelings about yourself.

These guidelines are offered to help ward off those "holiday blues."

→ **Be kind to yourself.** Determine whether holiday expectations and plans are realistic and practical.

→ **Allow yourself to say no.** If something is not healthy for you, do not do it because others expect you to.

→ **Remember that the holidays are not automatically times of bliss.** They have their ups and downs for everyone.

→ **Sadness at the holidays is okay.** Determine what is causing sadness and then take positive steps to change the circumstances.

→ **Avoid excessive drinking.** Alcohol acts first as a stimulant, but quickly becomes a depressant.

During the holiday season, and throughout the year, the Employee Assistance Program (EAP) provides confidential help for FAA employees and their families.

The Headquarters EAP manager is Kim Brams. She is located in room 327 and can be reached on x73945. The agency's external contractor—Personal Performance Consultants—can be reached on 1-800-234-1EAP.

Headquarters Intercom

December 15, 1992
No. 92-46

Diane Spitaliere
Editor

Michael A. Malden
Art Director

Published weekly by
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Office of Public Affairs
Employee Communications Branch
APA-340

800 Independence Avenue, SW
Washington, DC 20591
(202) 267-7311

Flightplan

Nobby Retires. A retirement dinner is being held for Deputy Associate Administrator for Air Traffic Nobby Owens on *Friday, January 8*, at the Fort Myer Officers' Club, Fort Myer, VA.

A cash-and-carry cocktail hour begins at 6 p.m., followed by dinner at 7 p.m. The cost is \$28 a person.

Interested in attending? Call Carol Montgomery or Jane Kenney, (202) 267-3666, by *Thursday, December 31*.

Holiday Open House. System Operations, AXO, is holding a holiday open house on *Thursday, December 17*, from 2:30 to 4 p.m. in room 1021.

All Headquarters FAAers are invited.

Musical Events. The DOT Recreation Association has reserved a block of seats at the Kennedy Center for the musical "Guys and Dolls," on *Tuesday, April 13*.

Tickets are \$45.

A block of seats has also been re-

served at the Kennedy Center for "Phantom of the Opera," in June. The price is not known at this time.

All tickets are sold on a first-come, first-served basis.

Interested employees should contact Bill Gossard, 382-6566, for a reservation. Those desiring tickets for "Guys and Dolls" must buy them before *Friday, January 15*.

Holiday Donations. The Headquarters chapter of the National Hispanic Coalition of Federal Aviation Employees has donated a Christmas tree to Headquarters FAAers for the holiday season. It is displayed in the building lobby.

All special emphasis groups are requested to join the celebration by donating ornaments and decorations.

The coalition is also collecting donations for less fortunate families in the Washington area. Toys, children's clothing, non-perishable food and other items are being accepted.

To find out where to bring donations, call Rita Morley, x79528.

Over the Finish Line



FAA Headquarters pulled and tugged its way over this year's Combined Federal Campaign finish line by outstripping its goal. As of December 4, Headquarters had raised more than \$360,000 for CFC. That's far above the goal of \$287,000. More than 75% of employees participated in the annual fundraiser which was highlighted by scores of special events. Here Dr. Jon Jordan leads his team, "Medicinal Purposes," to victory in a CFC tug-of-war

contest. In another fundraising effort, Catherine Welsh of the Office of Accident Investigation sells t-shirts to Sergeant Denny Doyle of the U.S. Park Police Bell 412 team. DOT photographer Dennis Hughes photographed the Bell helicopter appearing on the shirts in appreciation of the team's aerial photographic support in last year's CFC campaign.

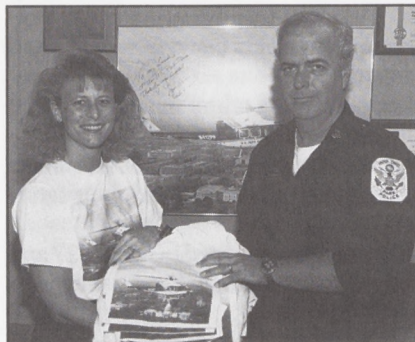


Photo by Dennis Hughes

Thrift Savings Plan: Sign up by end of January

FAAers have until the end of January 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 plan is a retirement savings plan for both Federal Employees' Retirement System (FERS) and Civil Service Retirement System (CSRS) employees.

FAAers with continuous service who were hired as FERS or CSRS employees before July 1, 1992, can contribute to the Thrift Savings Plan during open season, which began November 15.

FERS employees can contribute up to 10% of their base pay each pay period, with a 5% government match. This includes the agency's 1% automatic contribution.

CSRS employees can contribute up to 5% of their base with no government match.

All contributions are tax deferred until they are actually withdrawn from the plan.

The three investment funds under the plan are:

- G/Government Securities Investment Fund
- C/Common Stock Index Investment Fund
- F/Fixed Income Index Investment Fund

Employees may transfer any portion of the money in their accounts among the G, C and F funds up to four times each year.

The Thrift Savings Plan election form (TSP-1) and the interfund transfer form (TSP-30) are available from AHR-140 in Headquarters. They must be returned by close of business on Friday, January 29.

Headquarters FAAers with questions can contact Barbara Claytor, x73873, or Charlene Warren, x73872.



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

Headquarters Intercom

A 'Quality' Team

Weather and Flight Service Systems Receives Secretary's Award

NAS Development's Weather and Flight Service Systems Directorate was recently honored with the Secretary's

Service Systems Director Al Thomas, along with several of the organization's employees, at the 1992 Secretary's awards ceremony in Washington, DC.



DOT Secretary Andrew Card, right, presents the Secretary's Quality Award to, right to left, Weather and Flight Service Systems Director Al Thomas, Engineering Project Manager George McConnel, Project Manager Jay Johnson, and Secretary Alice Wilkins.

Quality Award for their contributions and dedication toward improving quality and increasing productivity in FAA.

DOT Secretary Andrew Card presented the award to Weather and Flight

Service Systems Director Al Thomas, along with several of the organization's employees, at the 1992 Secretary's awards ceremony in Washington, DC. The award recognizes an outstanding departmental organization which is customer-focused and committed to achieving excellence through continuous quality improvement.

Earlier this year, the directorate won FAA's 1991 Quality Management Award.

Weather and Flight Service Systems has emphasized Total Quality Management since 1990, stressing teamwork and partnership among its staff, matrix teams and production and support contractors.

All members of the organization are dedicated to continuous improvement and customer satisfaction.

A Working Partnership

FAA and Aviation Maintenance Industry Unite

To boost rapport with the aviation maintenance industry, the FAA recently wrapped up its first conference aimed at developing an agency-industry working communications network.

At the three-day meeting, industry representatives had an opportunity to present their safety concerns and recommendations to FAA.

The Aircraft Maintenance Division of the Flight Standards Service brought industry and FAA officials together for

the conference which included representatives from regional maintenance branches, the FAA Academy, and, in Headquarters, the Field Programs Division, the Regulatory Support Division and the Aircraft Evaluation Group. Every major trade association attended, representing more than 120,000 mechanics, technicians, repair stations and air carriers.

"We recognized from the beginning
turn to Partnership on page 2

Highlights

A Real Winner. FAA Headquarters went way over the top in this year's Combined Federal Campaign. Final results show that 81.4% of all employees gave to CFC charities raising \$366,646—that's almost \$80,000 above the goal.

This year, 129 employees gave at least 1% of their salaries to CFC—that's more than double the number of last year's Eagle Award winners.

Teaching Contract. The FAA has awarded a \$3 million contract to Florida Aviation Management Development Associates to provide instructional services next year at the Center for Management Development (CMD) in Palm Coast, FL.

If the four additional one-year options are exercised, the total five-year amount of the contract would be \$15.6 million.

The instructional firm is a joint venture between American Systems Corporation, Chantilly, VA, and the University of Central Florida, Orlando.

A separate contract for research and evaluation, administrative services, information handling, and organizational health and support services, was awarded to ENI, Inc.

The contract is estimated to be \$1 million. Four option years will bring the estimated total figure to almost \$5.3 million.

CMD provides training for more than 5,000 managers for FAA and other agencies each year.

\$706 Million for Airports. The FAA has approved \$706.1 million in allocation
turn to Highlights on page 2



Associate Administrator for Regulation and Certification Tony Broderick, left, presents Fred Crenshaw, center, and Chuck Mayernick with plaques for their role in creating the aviation maintenance technician awards program.

Partnership

from page 1

that in order to accomplish our goals, industry input was essential," said Fred Leonelli, Aircraft Maintenance Division manager and conference host.

All participants were briefed on the status of the latest FAA maintenance policies and programs.

Developing a partnership approach between government and industry was critical to the conference agenda. Team discussions were used to tackle agenda items and come up with solutions to problems.

A highlight of the event was an Aircraft Maintenance awards banquet. Associate Administrator for Regulation and Certification Tony Broderick presented five airworthiness inspectors with special achievement awards for designing and implementing the aviation maintenance technicians awards program.

Recent FAA retirees Fred Crenshaw, Chuck Mayernick and Chuck Schaffer were lauded for designing the program on their own time and at their own expense. Richard Mileham, an airworthiness inspector at the West Chicago Flight Standards District Office, was recognized for originating and coordinating it, while Bill O'Brien of the Aircraft Maintenance Division was praised for his role as awards program manager.

Highlights from page 1

tions under the Airport Improvement Program during the fourth quarter of the 1992 fiscal year.

The money went to 50 states and five territories for 308 planning and development projects.

Here's how it breaks down:

➔ \$477.9 million went for 143 projects at primary airports. Included were seven letters of intent for capacity improvements totaling \$390.2 million at Jacksonville, FL; Belleville (Scott Air Force Base), IL; Covington, KY; Reno, NV; Elmira, NY; Raleigh, NC; and Providence, RI.

➔ \$155.2 million was approved for 34 projects at reliever airports which help keep traffic away from busier primary airports.

➔ \$58.3 million was allocated for 99 projects at general aviation airports.

➔ \$10.2 million went for 14 projects at smaller commercial service airports. Airports in this category generate at least 2,500 passenger departures a year.

➔ \$4.4 million was approved for 18 system plan studies.

'Blue Pencil' for Journal. The *FAA Aviation Safety Journal* has won a 1992 "Blue Pencil Award" from the National Association of Government Communicators.

The two-year-old magazine was honored in a category for publications targeted to technical and professional audiences.

The *Journal* is published by the Office of Aviation Safety Information and Promotion, ASP-200, Associate Administrator for Aviation Safety.

Cargo No Go. The FAA has declined to support expansion plans to create an air cargo facility at Front Range airport near Denver.

Front Range is five miles from the new Denver International Airport, which is under construction and scheduled to open in October.

The FAA based its decision on a proposal last August by the city and county of Denver to build a south cargo area at the new Denver airport. Then

two major cargo carriers announced plans to operate from Denver International rather than Front Range.

In March 1992, the FAA found that the new Denver airport did not offer a reasonable alternative to the Front Range airport because of uncertainty about the viability of air cargo operations at the new airport.

One for the Road? Not! Even in small amounts, alcohol increases the risk of having an auto crash. Most people's driving ability is impaired with just two beers in an hour, health officials say.



An average person—150-169 lbs.—is five times more likely to have an accident after two drinks. The same person is 25 times more likely to have an accident after four drinks in an hour.

One out of every two people—that's half of all Americans—will be in an alcohol-related auto accident in their lifetime.

Every year, 650,000 people are injured and 25,000 lose their lives in alcohol-related crashes.

Safety experts emphasize that all this tragedy could be prevented if everyone followed one simple rule: *If you drink, don't drive.*

Ruling Recognition. Jonathan Howe, formerly of the National Business Aircraft Association, was recently lauded by FAA Administrator Thomas Richards for chairing the Aviation Rulemaking Advisory Committee during 1991 and 1992.

In a Headquarters ceremony, Richards presented Howe with a plaque for "carrying out committee objectives and advising the FAA on rulemaking issues."

The committee serves as the focal point for 10 subcommittees that focus on areas such as general aviation operations, transport airplanes and engines, air traffic, maintenance and other related issues.

People

Leave Donations. Emelda Dowell, an accounting technician in the Accounting Operations Division, is an eligible candidate under the FAA leave donor program.

Dowell was recently struck by a car while walking to work. She sustained a fractured spine and hip injuries.

Currently undergoing rehabilitation, Dowell's recovery time will be considerable.

Anyone wishing to donate annual leave, should contact Barbara Ullom, AHR-151, x77608.

Healthbeat

Blood Screenings. The Headquarters medical clinic is sponsoring an employee blood screening on *Tuesday and Wednesday, January 12 and 13*, from 8:30 to 11:30 a.m. in room 327.

The cost will be determined by the type of blood profile performed.

Interested employees, can sign up in the clinic, room 327, the week of January 4.

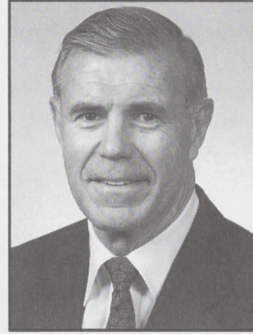
Message from the Administrator

Holiday Greetings to all FAA Employees

During the holiday season, I want to wish all FAA employees the utmost of joy and happiness as you celebrate with your family and friends.

I also want to thank you for the diligence and excellence with which you carried out your duties this past year in our ongoing mission of service to the nation by providing a safe and efficient aviation system.

Since joining the agency in June, I have witnessed first hand the dedication and professionalism that has made this agency one of the finest



Thomas Richards

in federal government.

I truly appreciate the commitment and dedication to excellence that is evident in everything you do for our many customers. Each of you plays an important role in making FAA the world's leading aviation expert.

I hope at this holiday season you share with me my genuine sense of pride in your outstanding achievements.

Again, I wish all of you the very best as you celebrate the holidays with your family and friends.

Headquarters Intercom

December 22, 1992
No. 92-47

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Editor

Michael A. Malden
Art Director

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Team Champions

At FAA, team spirit goes beyond the normal workday. FAA Administrator Thomas Richards, center, recently took time out to congratulate members of the Office of Accident Investigation softball team on their winning season. The team finished with a record of 18 wins and one loss. To Richards' left is Bill Hendricks, director of the Office of Accident Investigation and to his right is Don Dwyer, softball coach. System Operations' Jerry Ard, left, received the sportsmanship award. Rick Richardson, right, served as league commissioner.

Flightplan

Workers' Compensation. A briefing on Workers' Compensation will be held for Headquarters supervisors and managers on *Wednesday, January 6*, from 9 a.m. to 12 noon in conference room 9AB.

There are 30 slots available.

The event is sponsored by the Employee Relations Branch, AHR-140.

Anyone wishing to attend, or having questions, should contact Barbara Claytor, x73873, or Keith Washington, x78643.

Native Americans. A task force to address issues facing Native Americans and Alaskan Natives is being formed and will meet early next year.

Interested FAAers should contact John Ogden, x77379, or Roslynne Reed, x77322.

Africa's Gifts. Black historian Carroll Gibbs will present a lecture entitled "Africa's Gifts to America," on *Thursday, January 14*, at 11 a.m. in the FAA auditorium.

This is the first in a series of events sponsored by the newly-established Chief Counsel's Office black history committee. The committee is working with the Office of Civil Rights to highlight the many contributions of African Americans throughout history.

For more information, call Y. Andrea Armstead, 376-6418.

Ground School. The FAA Flying Club will conduct private pilot ground school for 10 weeks on *Tuesdays and Thursdays, beginning January 12*.

Classes are held from 6 to 9 p.m. in the FAA Headquarters building. Parking is available in the garage after 4 p.m.

Topics include flight theory, engines, instruments, air traffic control procedures, communications, weather, federal aviation regulations and other pertinent subjects.

An FAA examiner will administer the private pilot written exam on the last night, satisfying the license requirements.

Textbook and materials cost \$160. Employees who have previously completed the course and desire a refresher are welcome.

For more information and the exact room number, call Dick Bair, 376-0611.

Nobby Retires. A retirement dinner is being held for Deputy Associate Administrator for Air Traffic Nobby Owens on *Friday, January 8*, at the Fort Myer Officers' Club, Fort Myer, VA.

A cash-and-carry cocktail hour begins at 6 p.m., followed by dinner at 7 p.m. The cost is \$28 a person.

Interested in attending? Call Carol Montgomery or Jane Kenney, (202)

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Interested employees should contact Bill Gossard, 382-6566, for a reservation. Those desiring tickets for "Guys and Dolls" must buy them before *Friday, January 15*.

Happy Holidays



Diane Spitaleri
from the Intercom Staff



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Highlights

Pleasant Surprise. Five years later, a mystery ends for a Headquarters FAAer.

Details on page 3.

Computer Hustling. How do you relocate 50 major data processing applications, transfer 25,000 reels of computer tape from one state to another and rack up only 24 hours of downtime?

The FAA did it. Find out exactly how it happened in the January issue of *FAA World*.

Fuel-Saving Routes. FAA's National Route Program has been expanded to encourage airline and business aircraft to use more direct, fuel-saving routes across the nation.

The program, currently limited to 56 city-pair markets, will include many additional markets starting January 4.

The move hopes to encourage increased use by high-performance corporate and general aircraft, as well as airline aircraft.

Currently, very few general aviation planes take advantage of the program. One hundred commercial aircraft, however, use the cost and time-saving routes at a fuel cost savings of \$4.5 million a year.

Under the expanded program, any flight in the continental United States of at least 1,500 nautical miles, flown at or above 39,000 feet, is eligible.

The program allows aircraft operators to select and use the most efficient direct route in place of a published instrument flight rule route.

Aircraft operating under the program are subject to normal air traffic control

turn to **Highlights** on page 2

Team Spirit

System Operations Honors More Than 200 FAAers in First Annual Awards Ceremony

More than 200 FAAers from across the country were lauded for their team spirit by Executive Director for System Operations Joe Del Balzo at AXO's first annual awards ceremony.

"This awards ceremony gives me the opportunity to recognize the men and women whose outstanding achievements have helped make the agency one of the finest in the federal government," said Del Balzo.

"Today's nominees and winners have one thing in common—their ability and desire to work as a team."

Del Balzo emphasized the importance of "connecting" in an organization made up of such a diverse workforce—doctors, lawyers, educators, pilots, air traffic controllers, engineers

and technicians.

"In order to meet future aviation challenges, we have to bring diverse groups together and work in a way that we have never done before."

Turn to pages 4 and 5 to find out which FAA teams won AXO Spirit Awards.



Executive Director for System Operations Joe Del Balzo, left, presents the Executive Director's Link Award to the "Original Technical Training Group."

Alcohol and Safety Don't Mix

DOT Proposes Breath-Tests For Aviation Workers

Nearly seven million transportation workers with safety-related duties will soon be subject to alcohol breath testing, according to new proposed DOT rules.

Alcohol misuse, DOT officials say, threatens the safety of the travelling public, costs society more than \$100 billion each year in absenteeism and decreased productivity, and higher costs for health care, worker compensation claims and criminal justice actions.

The proposed ruling, which includes

alcohol education programs, was ordered by Congress last year. It called for alcohol testing programs for employees in aviation, rail, transit and motor carrier industries.

Breath-testing devices would be required for the proposed alcohol testing. They would be used to provide a permanent record of the test results and identify the person being tested.

Employers would be required to conduct pre-employment, random, rea-

turn to **Alcohol Testing** on page 6

Highlights *from page 1*

and traffic management procedures.

The National Route Program started in 1990.

Parade Pick. A middle school, "adopted" by the DOT and FAA volunteer committees, has been picked to perform in the Inaugural Parade on January 20.

The 150-member "Panthers" from Hine Junior High School in southeast Washington was the only band from the District selected to march down Pennsylvania Avenue.

When students received the news, the halls erupted with screams and shouts.

"We never thought this could happen to us. We're the school everyone gave up on," said principal Princess Whitfield.

FAAers routinely visit Hine to talk to students about aviation and careers.

New Technology for Dallas. Dallas-Ft. Worth became the sixth of 25 terminal radar approach control facilities to put the aircraft situation display and monitor alert on line.

The two new technologies are part of the Enhanced Traffic Management System which aims to improve air traf-

fic safety, capacity and efficiency.

Both technologies went operational at Dallas-Ft. Worth earlier this month.

They were first installed in the 21 air route traffic control centers nationwide before being added to terminal radar facilities.

The aircraft situation display shows controllers airborne traffic on a computer monitor. Controllers can punch up the entire nation's air traffic pattern or zero in on specific air traffic control sectors.

The display also allows other traffic information to be selected and displayed including aircraft type, altitude, destination, origination and route.

The monitor alert projects airspace demand and compares it against predetermined capacity levels for airports, air traffic control sectors and navigational fixes.

If the projected demand exceeds capacity thresholds, an alert notifies air traffic specialists so they can take actions to reduce congestion and delays.

New Technical Advisor. Dr. Mark Hofmann is FAA's new chief scientific and technical advisor for human factors. He replaces Clay Foushee.

Prior to joining the System Development staff in June, Hofmann was

associate director at the Human Engineering Laboratory, Aberdeen, MD.

Hofmann also held positions at the U.S. Army Aeromedical Research Laboratory, Fort Rucker, AL, in both civilian and military capacities.

He holds a bachelor's degree from Heidelberg College, a master's degree from the University of Southern California, and a Ph.D. from the University of South Dakota.

Hofmann is co-author of more than 30 publications and holds memberships in several scientific organizations.

Still a Mystery. After an exhaustive investigation, the National Transportation Safety Board announced that it could not definitely determine the cause of the March 1991 crash of a United Airlines 737 in Colorado Springs.

Although conclusive evidence could not explain the accident, the board said that unusual wind gusts or a possible mechanical problem are likely at fault.

United Airlines Flight 585 was approaching Colorado Springs airport when it suddenly took a nose dive and plunged into a park, killing all 25 persons on board.

The safety board recommended that inspections and, where needed, modifications be made to the rudder control systems in all Boeing 727s and 737s.

The safety agency also recommended that FAA develop and implement a meteorological program to "observe, document and analyze potential meteorological aircraft hazards in the area of Colorado Springs."

This is only the fourth time in its 25-year history that the safety board has been unable to determine a probable cause.

Wanted: Young Artists. Youngsters between the ages of five and 16 are encouraged to enter the 1993 International Aviation Art Contest. The theme of the annual contest is "Flight, Yesterday and Tomorrow."

Winners will be chosen in three categories and national winners will go on to compete for gold, silver and bronze international medals.

The contest is sponsored by the Na-

continued on page 6



Photo by John Clabes

Fancy Stickwork

Oklahoma City Flight Inspection Field Office pilots Larry Patterson and Clint Randolph did some fancy stickwork after their aircraft's right landing gear failed during an early morning landing at the Aeronautical Center. Fire retardant foam was sprayed when emergency crews spotted smoke as the aircraft came to a halt. None of the crew was injured and the FAA plane—a Sabreliner—suffered only minor damage and is now back in operation.



A Quality Environment

Associate Administrator for Aviation Standards Cas Castleberry held an employee open house recently to mark National Quality Month. Staffers enjoyed refreshments while viewing a display of Total Quality Management awards and materials. An update of activities in Accident Investigation, Aviation Medicine and Aviation System Standards was provided to increase awareness of 'quality' efforts. The open house—which

was a team undertaking—reaffirmed the commitment of management and employees to create a quality environment in Aviation Standards. Above, getting ready for the "Quality" celebration are, left to right, Avalon Bergheim, AVS-10; Dana Scott, AVS-4; Jon Jordan, AAM-1; Brooks Goldman, AVS-2; Cas Castleberry, AVS-1; Bill Williams, AVN-1; Bob Dame, AVS-10, Judy Nauman, AVS-3; and Joe Flaim, AVS-30.

Here Comes the 21st Century

FAA Issues Satellite Receiver Standards

In a move that brings the aviation industry one step closer to using the Global Positioning System—known as GPS—the FAA has issued manufacturer performance standards for satellite receivers.

The receivers will use the GPS network of satellites, which will provide highly accurate worldwide navigation and positioning capability for commercial and private aircraft.

Publishing these new standards helps lead aviation into the 21st century, said FAA officials. Encouraging this new satellite technology is a top priority of the FAA in its efforts to make commercial and civilian aviation even safer and more efficient.

The standards are based on those established by a federal advisory committee that includes users of the aviation system, aviation manufacturers and government. They reflect the minimum

performance standards for equipment using signals from the currently planned GPS constellation of 24 satellites.

The new satellite system will permit air traffic controllers to accurately determine the position of aircraft worldwide. It will give air traffic control, for the first time, precise surveillance of over-ocean traffic, when used along with communications satellites.

GPS has the potential to provide pilots with accurate guidance approach paths to airport runways. It will permit them to fly more direct routes and save fuel.

The Department of Defense plans to declare the Global Positioning System operational in 1993. The signals will then be available to all users with no direct charge.

The satellite system was developed by the Department of Defense to support military operations. A civil policy was established in 1983.

Better Late...

Money's Gone, But Photos Show Up 5 Years Later

Lenora Harris was puzzled when she picked up the phone and the voice at the other end said, "I found your wallet."

"What wallet?" Harris thought.

Then her mind raced back five years ago when the Headquarters FAAer's wallet was stolen from her desk drawer.

At the time, she filed a routine report with building security, never expecting to see her possessions again.

Then, earlier this month, she received a call from a Headquarters guard who found the wallet.

At first Harris was confused, never imagining it was actually her wallet after all these years.

"I couldn't believe it—I thought there was some mistake," she said. But when she saw the wallet she immediately recognized it. "I was so happy to recover my pictures—I thought I'd never see them again."

The guard explained that a building workman had turned the wallet in after discovering it in an air vent.

All contents were accounted for except the money, credit cards and a lucky \$2 bill. A book of stamps—now outdated at 22 cents—was also among her belongings.

Headquarters Intercom

December 29, 1992
No. 92-48

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Art Director

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800 Independence Avenue, SW
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Operational Systems Enhancement
Peripheral Adapter Module Replacement
Item (PAMRI) Implementation Team

Nominating region:
Northwest Mountain

Randy Brown
Steve Collins
Rick Coughlin
Tom Cox
Bob Eichel
Jose Fabela
Wally Foulkes
Gail Garwood
Tom Hazen
Les Leininger
Dennis Light
Greg McMahon
Dave Muir
Cliff Nelson
Tom Rieger
Larry Roberts
Stan Ryan
Carla Smith
Andy Temple
Paul Weber
Bruce Winston

Administrative System Enhancement

Airworthiness Directive Process
Improvement Action Team

Nominating organization:

Headquarters
Walt Alexander
Doug Anderson
Don Bryne
Frank Cardone
Len Colp
Jill DeMarco
Marie Donnelly
John Fitzgerald
Jannette Fletcher
Hays Hettinger
Lynn Hutcherson
Tommie Johnson
Larry Kephart
John King
John Markunas
John McGrath
Gary Michel
Debra Myers
Jay Pardee
Karen Petronis
Lynn Pierce
Dennis Piotrowski
Paul Sconyers

Linda Walker
Larry Werth

**Information Notebook Directory-Inside
Track Design Team (FIND-IT)**

Nominating region:
Northwest Mountain

Larry Andreisen
Karen Buller
Maria Gaffney
Barbara Porter

Quality in Work Life

Muskegon ATCT Space Team
Nominating region: Great Lakes

Dave Andress
Phillip Gialanella
Joseph McCarthy
Frank Willman

Vision of Tomorrow in Safety
FAA Explosives Detection K-9
Quality Action Team

Nominating region: New England

Mike Baker
Alvy Dodson
Joyce Dyer
William Jaillet
Allen Janda
Tom Matera
Phillip Misek
Tom Mulkeen
Joe Pau
Richard Studley
Barbara Travers
Garth Wake
Calvin Walbert
Lauren Wells
Ed Wortman

Vision of Tomorrow in Capacity

Gulf Evaluation Team

Nominating region: Southwest

Thomas Brown
Dave Coberly
Duane Freer
Hugh Hartley
Richard Kervin
James Lewis
Lee Wong

Spirit of AX



Eastern Region's "Better Comm..."

Vision of Tomorrow in Productivity

Dallas-Ft. Worth Metroplex
Air Traffic System Plan Team
Nominating region: Southwest

Teresa Bruner
James Caudle
John Chitwood
Richard Cibak
Byron Clark
John Clark
Robert Cook
George Cox
Larry Craig
John Dempsey
Gary Galbraith
Hays Hettinger
Buck Horton
Phillip Jones
Herman Lyons, Jr.
Thomas Katri
Roger Knight
George Lewis
Hugh Lyon
Roger Myers
Charles Nathman
Robert Rehagen
Chuck Saunders
G.W. Statser
Henry Stewart
Otis Welsh
W. Elbert Wilson
Lee Wong

AXO Awards



“Better Communications” Team

Communication

Eastern Region’s “Better
Communications” Team
Nominating region: Eastern

Loretta Alkalay
Marcus Arroyo
Lynne Carbone
Lou DeRose
William Handel
Charles Hoch
Freida Johnson
Daniel Peterson
Nicholas Sabatini
Gary Tucker

Excellence in Affirmative Action

Nikki Abbott
Jacque Braziel
Teresa Bruner
Elaine Casstevens
James Caudle
Larry Craig
Eloise Dickenson
Janet Feyen
Manuel Garcia
Eugenio Garcia
Dot Gibson
David Graf
Modesto Gutierrez
Bryan Henderson
Elmer Hobson
Leonese Holder

Tom Humphries
Julie LeFevre
Harriet Lovejoy
Walter Metzger
Ricardo Mills
Arturo Montoyo
Gary Perrin
Charles Saunders
Marcus Smith
Lois Warwick

Special Recognition for Cultural Diversity

Diversity Work Group Team
Nominating region: Southwest

Jesus Aquilera
Marsia Blackwell
Billy Clark
Humberto Garcia
Allene Gross
Mamie Harley
Enid Kaspar
Beverly Mayes
Edward Mears
Walter Metzger
Nelda Mitchell
Bernard Mullins
Lina Ortiz
Wayne Pickering
Walter Pike
Patricia Smith
Lovie Thompson
Eulalia Trahan
Roger Trevino
Jo Vitek
Randy Whitlock

National Honorary Awards

Design Team
Len Bell
Susan Bounds
Barry Brayer
Betty Brown
Calvin Fischer
Ann Hebert
Bruce Henry
Joy Herndon
Norma Johnson
Rosalind Johnson
Carol Marvel
Kathy Ponchock

Suzanne Ponchock
Donna Ricci
Gerri Robinson
Joyce Savoy
Jeanette Schunter
Madeline Taylor
Kathy Thompson
Bob Tobin
Roger Tyler
Manny Weiss
Margaret Wheat
Lorelie White
Bert Wilson

Executive Director’s Link Award

Operational Planning
Management Team

Mike Ball
Dan Beaudette
Barry Birmingham
Dorothy Berry
Carolyn Blum
Jim Cain
Lynne Carbone
Bill Handel
Ed Harris
Margo Inskip
Ed Kelly
Ken Lauterstein
Jerry Lavey
Paula Lewis
Nobby Owens (chair)
Ed Phillips
Carl Schellenberg
Karen Schupe
Joyce Sexton
Quentin Taylor
Rick Weiss
Tonie Williams
Cindy Zook

Original Technical Training Group

Dan Beaudette
Dorothy Berry
Jim Boone
Arlene Feldman
Darlene Freeman
Theron Gray
Joe Kisicki
Mac McClure
Dave Morse
Neil Planzer
Lilith Ren
Dick Rodine
Lynn Strazzini

Healthbeat

Blood Screenings. The Headquarters medical clinic is sponsoring an employee blood screening on *Tuesday and Wednesday, January 12 and 13*, from 8:30 to 11:30 a.m. in room 327.

The cost will be determined by the type of blood profile performed.

Interested employees can sign up in the clinic, room 327, the week of January 4.

All Headquarters FAAers are eligible to participate.

Alcohol Testing from page 1

sonable suspicion, post-alcohol, return-to-duty and follow-up tests. They would also have to provide employees with education materials, provide training for supervisors, and maintain records for reports to DOT.

Workers generally would not be allowed to perform safety-sensitive duties under these conditions:

- While using alcohol.
- Within four hours after using alcohol—eight hours for flightcrew members and flight attendants.
- When the ability to perform safety functions is adversely affected by alcohol use or when behavior or appearance is characteristic of alcohol misuse.
- When test results show a breath alcohol concentration of 0.04 or greater.
- When the employee refuses to take a test.

An employee who could have contributed to an accident is prohibited from using alcohol after an accident until tested or until eight hours have passed.

Employees who violate these prohibitions would be immediately removed from—and cannot return to—safety-sensitive duties until they are evaluated and, if necessary, undergo rehabilitation. They are also subject to return-to-duty and follow-up testing.

An alcohol concentration of 0.02 or greater would require a confirmatory test after a 15-minute wait. Employees who test 0.02 or greater, but less than 0.04, would not be in violation of the

New AXO Logo

The search is over for the new System Operations logo.

Merry Creamer, of AXO's Organizational Planning and Development Division, designed the winning logo as part of a national competition.

Creamer's design was selected by an AXO committee from 150 submissions. She will receive a U.S. savings bond.

The logo was revealed at the first annual System Operations awards ceremony.



prohibitions but they would be removed from safety-sensitive duties for a minimum of eight hours, or until a retest shows that the alcohol concentration is less than 0.02.

In developing the proposed regulations, the DOT said it worked to minimize the cost to the transportation industry and ensure the maximum possible privacy for transportation employees.



While proposals are generally the same for all industries, certain provisions may vary to accommodate specific needs of the different modes of transportation.

DOT is seeking industry input on the proposal. Full texts of the proposed rules were published in eight separate parts—one for each transportation mode—in the December 15 *Federal Register*.

The proposed rules may also be obtained from the Department's Anti-Drug Information Center by modem, 1-800-225-3804, or through automated telephone and fax requests, 1-800-225-3784.

Highlights from page 2

tional Aeronautic Association, National Association of State Aviation Officials and the FAA, in cooperation with the Federation Aeronautique Internationale, Paris.

All entries must be postmarked by January 28 and received by February 1.

For an entry form and rules, contact: FAA Public Affairs offices or the National Association of State Aviation Officials, Center for Aviation Research and Education, Metro Plaza One—Suite 505A, 8401 Colesville Road, Silver Spring, MD 20910, (301) 495-2848.

Commemorative Pins. Anyone wishing to purchase black history commemorative lapel pins, should contact Rod Enterprises, 1001 South Park Avenue, Tucson, AZ 85719.

A copy of the complete catalogue can be obtained by calling (602) 622-3522.

The bow-tie-shaped pins cost \$6 each.

No Intercom. Due to holiday leave schedules, there will be no *Headquarters Intercom* for the next two weeks. The next issue will be published on January 19.

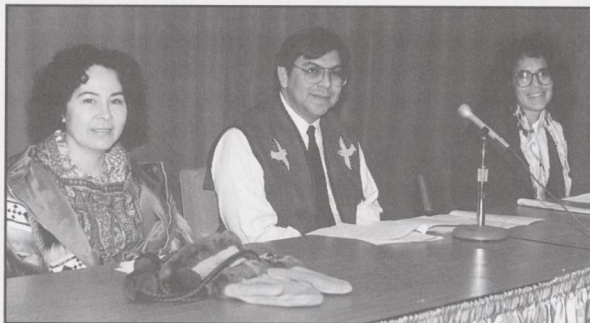
Anyone having items for that issue can bring them directly to Diane Spitaliere in room 909B.

Need Extra Copies? Want an extra copy of a past issue of *Intercom*, *FAA World* or *DOT Today*? They're available in room 908.

Celebrating Native Heritage

Recent Headquarters celebrations brought together Native Americans and Alaskan Natives to commemorate their heritage.

In an opening ceremony, FAA Administrator Thomas Richards focused on diversity as he addressed the group and spoke of the many contributions of Native Americans.



Panel members, left to right, Martha Jack, Yupik Eskimo; Fairbanks Airway Facilities Sector Manager Fred Jack, Tlingit Indian; and Mary Pavel, Skokomish Indian, discuss cultural bias.

Headquarters FAAer Roslyne Reed moderated a panel discussion on "Cultural Diversity as Seen by Native Americans and Alaskan Natives." Panel members gave personal accounts of cultural bias as they talked about barriers encountered in the workplace. Martha Jack, a Yupik Eskimo, told of an alarmingly high suicide rate—

65%—among young Eskimo teens. These youths, she said, "often experience a sense of hopelessness when faced with the realization that there is little opportunity to leave their remote villages."

In another ceremony, Preston Adkins, a Chickahominy Indian from Providence Forge, VA, performed

traditional native dances and talked about his experiences with cultural bias.



Preston Adkins performs traditional native dance.

FYI . . .

Two-Sided Copying. DOT encourages employees to use the two-sided copying feature found on most agency duplicating machines.

Doing so results in less paper use—that means cutting fewer trees and using less energy for paper manufacturing.

DOT, along with other government agencies, has an active paper recycling program in place and wants to do more.

Two-sided copying not only cuts paper and mailing costs, but reduces storage space and strain on the environment.

Right Number? At FAA Headquarters, the *Intercom* is distributed 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*, AIT-410, x78735, or the distribution representative for your office or service to update your organization's distribution.

Building Bulletin Board

Posting Notices. In FAA Headquarters, posting materials—such as flyers and notices—in elevator lobbies, main corridors, restrooms and other public areas is prohibited by the General Services Administration.

Persons posting unauthorized material are subject to a \$50 fine and/or a six-month jail term, warns the building management staff, AAF-50.

Bulletin boards for employee use are located in the vending areas near rooms 402, 519, 719 and 802.

Lights Out. The building management staff urges Headquarters employees to turn off all office lights before departing for the day.

There are currently 19,320 lighting fixtures on floors three through 10 which are in operation 24 hours a day. According to the General Services Administration, this results in an annual cost of about \$750,000.

Turning off all office, ceiling and furniture lighting fixtures would save \$300,000 a year.

Personal Property. The building management staff, AAF-50, has recently received many inquiries regarding the acquisition of government supplies for personal use.

The FAA is not authorized to sell government property of any type.

Excess government property may be purchased for personal use through public auctions at the Defense Reutilization Marketing Office, Ft. Belvoir, VA, and the General Services Administration in Franconia, VA.

For sales information, call Defense Reutilization, (703) 805-5001, or GSA, (703) 557-7796.

Group Meetings

Here is a list of the meeting dates, times and places for several employee groups. Membership in all groups is open to all FAAers.

Asian Pacific Coalition. Monthly meetings of the Coalition of FAA Asian Pacific Americans are held the *second Tuesday* of each month from 12 noon to 1 p.m. in the 9th-floor Civil Rights conference room.

For more information, contact Matt Asai, x77542.

Black Coalition. The National Black Coalition of Federal Aviation Employees holds its monthly meetings on the *first Tuesday* of each month from 12 noon to 1 p.m. The next meeting is scheduled for *Tuesday, January 12*, in Headquarters conference room 9AB.

For more information, contact Marcia Adams, x73488.

FWPC. Regular meetings of the Federal Women's Program Committee take place on the *first Wednesday* of each month starting at 11 a.m. in the 9th-floor Civil Rights conference room.

Flightplan

Workers' Compensation. A briefing on workers' compensation will be held for Headquarters supervisors and managers on *Wednesday, January 6*, from 9 a.m. to 12 noon in conference room 9AB.

There are 30 slots available.

The event is sponsored by the Employee Relations Branch, AHR-140.

Anyone wishing to attend, or having questions, should contact Barbara Claytor, x73873, or Keith Washington, x78643.

Native Americans. A task force to address issues facing Native Americans and Alaskan Natives is being formed and will meet early next year.

Interested FAAers should contact John Ogden, x77379, or Roslynnne Reed, x77322.

For more information, contact Marcia Adams, x73488.

Headquarters EPG. The Headquarters Employee Participation Group meets the *second Thursday* of every month from 9 to 11 a.m., in the MOC room.

The next meeting is scheduled for *Thursday, January 14*.

All FAAers are welcome and invited to get acquainted with HEPG members.

For more information, contact Bob Cripe, x78211, or Clint Cottrell, x77751.

Hispanic Coalition. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are normally scheduled for the *first Tuesday* of each month at 12 noon in conference room 9B.

For more information, contact Francisco Estrada C., x73140, or Pat Myers, x77882.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, normally holds

Africa's Gifts. Black historian Carroll Gibbs will present a lecture entitled "Africa's Gifts to America," on *Thursday, January 14*, at 11 a.m. in the FAA auditorium.

This is the first in a series of events sponsored by the newly-established Chief Counsel's Office black history committee.

The committee is working with the Office of Civil Rights to highlight the many contributions of African Americans throughout history.

All employees are invited to attend.

For more information, call Y. Andrea Armstead, 376-6418.

Ground School. The FAA Flying Club will conduct private pilot ground school for 10 weeks on *Tuesdays and Thursdays, beginning January 12*.

its monthly meetings from 12 noon to 1 p.m. in the MacCracken room on the *second Thursday* of each month.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and bring a guest.

Contact Joe White, x79246.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m.

The next meeting is scheduled for *Tuesday, January 5*, in FAA conference room 8AC.

Guests are welcome at all meetings and special events.

For more information, call Toastmasters president Lynn Brown, x79589, or publicity vice-president Valerie Kulhanek, x73318.

Volunteer Committee. The FAA Volunteer Committee holds its monthly meetings the *second Tuesday* of each month from 10 to 11 a.m. in FAA conference room 5C.

For more information, contact Margaret Powell, x67037.

Classes are held from 6 to 9 p.m. in the FAA Headquarters building. Parking is available in the garage after 4 p.m.

Topics include flight theory, engines, instruments, air traffic control procedures, communications, weather, federal aviation regulations and other pertinent subjects.

An FAA examiner will administer the private pilot written exam on the last night, satisfying the license requirements.

Textbook and materials cost \$160. Employees who have previously completed the course and desire a refresher are welcome.

For more information, and the exact room number, call Dick Bair, 376-0611.