



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

Headquarters Intercom



This 1959 photo shows CAA Administrator James Pyle briefing several of the agency's new clerical workers before taking them for a flight in a passenger plane.

Flash from the Past

How the Old CAA Recruited Office Workers

Today's FAA recruiters would do a double-take if they read a 33-year-old newspaper story that showed how the agency did it in the late 1950s.

While thumbing through some old files, an *Intercom* staffer came across an article and photo that give a glimpse into the past and show how things have changed.

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Transition Tips

Getting Ready for the Clinton Administration

It may not be business as usual for many FAAers when they begin working for several new top-level officials this year.

Career civil servants, especially those in higher management jobs who report directly to political appointees, should be prepared for changes by the Clinton Administration, says *Government Executive* magazine.

At FAA, the posts of administrator and deputy administrator are appointed by the President.

Five other high-level jobs are politically appointed. They include the FAA's chief counsel and assistant administrators for government and industry affairs; public affairs; airports; and policy planning and international aviation.

To be prepared, the magazine's December issue outlines some do's and don'ts.

Reporter Tom Shoop interviewed many career government workers who

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Commuter Costs

FAA Transit Benefit Boosted to \$60

Monthly transit benefits have been boosted to \$60 for Headquarters employees using public transportation to and from work.

This month, DOT began participating in the new metrocheck regional voucher system, operated by the Washington Metropolitan Area Transit Authority.

The monthly benefit, which was limited to \$23.10, is now based on actual commuting costs, not to exceed \$60. It is issued to employees in the form of a voucher, rather than individual fare media. Vouchers must be presented to the transit provider and exchanged for equivalent farecards and/or tokens.

The vouchers will be distributed
turn to Transit Benefit on page 4

Highlights

First Hispanic. If confirmed by the Senate, Federico Peña will become the first Hispanic DOT Secretary.



Federico Peña

Peña, the former mayor of Denver, was instrumental in pushing for construction of the new Denver International Airport which is scheduled to open in October. *See photo on page 6.*

Peña, 45, headed the Clinton transportation transition team.

His confirmation hearing was held

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Highlights *from page 1*

on January 7 and the Senate is expected to act quickly on Peña's nomination.

Fatter Paychecks. The 3.7% General Schedule pay raise that went into effect January 10 will show up in paychecks FAAers receive on February 2.

Top Pay Up. The pay for top federal executives is going up by 3.2%.

A presidential executive order signed on December 30, boosted salaries for members of the Senior Executive Service and top political appointees.

Under the new schedule, Cabinet members will make \$148,400 a year, up from \$143,800.

Pay for SES employees will rise to a minimum of \$92,900 from \$90,000. The maximum pay for SES members goes to \$115,700 from \$112,100.

All Systems a 'Go.' Seattle-Tacoma International Airport recently began operating the first FAA-approved stop bar system.

The system is designed to guide and control aircraft on the ground during low visibility. This will ultimately result in a reduced number of diverted or cancelled flights.

Stop bars are red lights installed in the pavement at runway entrances from the taxiways where aircraft wait for air traffic control clearance. When turned off by air traffic controllers, the stop bar visually confirms clearance for the pilot to enter the runway. Green centerline lights then come on, leading the aircraft to the centerline of the runway.

The system is a prototype for the development of national standards.

Seattle-Tacoma is the first airport to start operations under an approved surface movement guidance and control system plan. It was developed under the leadership of the Port of Seattle's airport management team. It is one of four U.S. demonstration airports participating in FAA's runway incursion program.

Other airports scheduled to participate in the program include the new

Denver International, Pittsburgh and Boston-Logan.

Maintaining Slots. The FAA is making sure that takeoff and landing "slots" for airlines at four of the nation's busiest airports will not be adversely affected by the agency's new deicing program.

FAA's latest action allows aircraft operators to designate, in their "use or lose" reports submitted to the agency, slots that were adversely affected by deicing programs. Upon verification that use of a slot was delayed or foregone because of a deicing program, the FAA will give credit for any slot that the operator designates as either not used, or used outside its allocated time.

The recent action was taken in response to concerns that the new deicing rule could cause the loss of slots.

The rule, among other provisions, establishes limits on how long and under what conditions an airplane can be exposed to snow or freezing rain before it has been inspected or deiced again.

Slot allocations allow a carrier to conduct an instrument flight rule take-

off or landing at four high-density traffic airports: New York's LaGuardia and John F. Kennedy, Chicago's O'Hare and Washington National airports.

As of the first of this year, a revision of the existing slot rules increases the minimum slot use requirement from 65 to 80% during any two-month period.

The new rule is designed to promote growth and competition.

\$500 Billion Boost. The FAA has released a new report detailing the economic benefits of airports and how to estimate them.

Called *Estimating the Regional Economic Significance of Airports*, the report targets public officials and airport managers. It provides reliable measuring techniques of airport economic impact.

In the United States, aviation accounts for 8.4 million jobs and over \$500 billion in economic activity.

Airports provide jobs directly through airport and airline employment. Indirectly, they provide activities that serve visitors, such as hotels and restaurants.

Aviation payrolls ultimately stimulate local economies. The FAA report includes rules-of-thumb to permit quick and accurate estimates of these payroll impacts.

The report also includes a technique for measuring the value of time saved and cost avoided by air travellers who are able to use local airports. This is particularly important to general aviation airports that link smaller communities to the national transportation system.

A typical rural area with 20 based aircraft will provide an annual transportation benefit of about \$250,000 to the residents of the surrounding area.

The report is available from the National Technical Information Service, 5285 Port Royal Road, Springfield, VA 22161, (703) 487-4650.

It is numbered ADA-257658 and costs \$19.50.

FAAers can obtain copies from the National Planning Division, APP-400, (202) 267-3451.

EEO Update Complaint Process Streamlined

Under a new regulation, the EEO complaint process has been streamlined.

Changes most significant to employees are:

→ Imposition of time periods in which agencies must complete their investigations and issue final decisions.

→ Imposition of deadlines in which Equal Employment Opportunity Commission judges must issue their findings of fact and conclusions of law.

→ Modifications to the limitations periods for processing discrimination complaints.

For the full details, see the January issue of *FAA World*.

Social Security Taxes. The maximum annual amount of earnings on which Social Security taxes are paid increased this year. Effective for the pay period 9301 (December 13-26, 1992), which was paid on January 5, the base annual amount for the Federal Insurance Contribution Act (FICA) increased to \$57,600. The Medicare base amount increased to \$135,000.

The FICA and Medicare tax rates did not increase and remain at 6.2% and 1.45% respectively, for employee and employer contributions.

New Occupation. The establishment of a new FAA occupation—called airway transportation systems specialist—has been announced by Associate Administration for Airway Facilities Arnold Aquilano and Professional Airway Systems Specialists (PASS) President-Chairman Howard Johannssen.

The classification guide and qualification standard are targeted for completion by early 1994. At that time, some positions currently classified in the GS-856 or other series will be reassigned into the new occupation, GS-2101 series. Others positions will transition into the new occupation over the next several years.

The establishment of the new occupation is the result of an Airway Facilities job task analysis and other studies. Data showed how technological change is driving the need to change the way FAA's technical work force performs its duties and the knowledge, skills, abilities required to carry out its responsibilities.

FAA and PASS representatives worked jointly on this project. The partnership resulted in DOT and the Office of Personnel Management approving the new FAA occupation.

Relaxing Restrictions. The FAA proposed a further relaxation of restrictions on the use of larger aircraft in commuter airline slots at Chicago's O'Hare International Airport.

In August 1991, the agency permitted—for a two-year period—operators to use larger jet aircraft (with up to 110 seats) in 25% of their commuter slots.

Phone Phoney

Watch Out For Sales Calls at Work

Headquarters FAAers are being urged to watch out for salespeople who call them at work and lead them to believe they are fellow employees.

In the past few weeks, several Headquarters FAAers have received phone calls from a salesman identifying himself as from the "employee services division" and saying "I want to talk about employee benefits."

FAAers assumed the person was an agency employee who worked in personnel. But when the person came by the office, they found out he was an insurance salesman for a private company. Several FAAers described his tactics as "high pressure."

Human Resources points out that if employees choose to do personal business of this kind, they should make sure to do it away from their FAA worksites, on their own time, at lunch or on annual leave.

Federal regulations prohibit the solicitation of federal employees on GSA- and FAA-controlled property. When approached or contacted by outside salespeople, employees are urged to obtain their identities, names of the organizations they represent and inform their servicing human resource management office.

Employees are also cautioned not to give authorization for building entry to persons not on official FAA business.

The larger jet aircraft could be used to replace propeller-driven aircraft or small jets in those slots.

The proposed rule would eliminate the two-year trial period and permit air carriers to use larger aircraft in up to 50% of their commuter slot holdings at O'Hare. It would also lift the restrictions on the number of larger aircraft that can operate in those slots during half-hour or hour periods, while maintaining the requirement that requests to use larger aircraft be submitted for air traffic control approval.

To prevent ground congestion, use of a jet in a commuter slot would not be approved unless there is a passenger gate available for its use after landing.

More Noise Hearings. A new round of New Jersey aircraft noise hearings kicked off on January 5 and runs through January 26.

The meetings zero in on the Expanded East Coast Plan, the draft environmental impact statement and the effects of aircraft flight patterns over the state.

The meetings are being held in several locations in New Jersey with an additional one on Staten Island, NY.

Faster Travel Money. Expedite your travel advances and reimbursements by enrolling in the Automated Clearing House (ACH) Direct Deposit program. It enables travel money to be deposited directly into bank accounts, just like 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 your servicing accounting organization.

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Tips *from page 1*

have been through transitions before. They give these tips and advice.

➔ **Remember who won the election.** New incoming political appointees helped Clinton win the White House and plan to institute new programs.

It's time to move on, the magazine suggests, if your political differences with the new team are so deep they'll hinder policy changes.

➔ **Help navigate the maze.** It's a good idea to assume that your new bosses know very little about agency programs. Let them know that you can help them through the labyrinth of rules, procedures and the pressures of special interest groups.

➔ **Jump bureaucratic hurdles.** Often, the magazine says, a new appointee may want an independent assessment of the organization.

It's not a good idea for civil servants to react by saying something like: "It will take months to do competitive bidding to award a management consulting contract." Instead, have contract vehicles in place for such services when the appointee arrives.

➔ **Be ready to move on.** Some personality conflicts are inevitable and unavoidable. Many career civil servants believe they can wait it out if they don't like their new boss.

Government Executive, however, says it's a civil servant's responsibility to size up his or her new boss quickly.

Then initiate a move to another

organization if necessary.

➔ **Once again—prove yourself.** Put yourself in the shoes of the new political appointee. The appointee had nothing to do with the choice of his or her staff, and was probably told that it's virtually impossible to get rid of the staff.

Career executives should accept the fact that they must prove themselves all over *again* to their new boss.

Here are some common pitfalls to avoid.

➔ **No bloated briefings.** At first, it's hard to tell if your new boss is a voracious reader. To be on the safe side, career veterans told *Government Executive*, a two-pronged strategy is best: Prepare short oral or written briefings with the high points. As references, keep and update detailed papers.

Transit Benefit Boost

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through the end of January at existing transit benefit offices.

Beginning February, the transit benefit offices will resume the regular schedule for benefit distribution:

➔ Nassif: first full week of the month.

➔ FAA HQ: second full week.

➔ Transpoint: third full week.

➔ Nassif building: fourth full week of the month for all DOT workers who missed the other distribution times.

Employees currently participating in the program remain eligible for the benefit.

New participants must complete an

➔ **Don't badmouth the old crew.** Nobody respects a turncoat. Civil servants are unlikely to win points with their new bosses by running down the old ones.

➔ **Don't belittle the new crew's ideas.** The magazine points out that one of the worst things you can do is to say this about a new political appointee's ideas: "That's the craziest thing I've ever heard of. I've been around here a long time and know it won't work."

Instead, it's a good idea to come up with viable alternatives to what you consider are weak proposals.

➔ **Don't expect too much.** Even if you've been excited about a change in administrations, don't expect to get a new job or duties.

application which can be obtained from their transit benefit application coordinator.

The application, along with a DOT identification card, must then be taken to the appropriate transit benefit office to receive the metrochecks.

Participants *cannot* be named on any federal workplace parking permit. They must also certify that they will use mass transportation for their normal daily commute to and/or from work on a regular basis.

For further information about the increased transit benefit, call x61398 or visit room 2221 at the Nassif building.

Transition Guide: Paving the Way for a Smooth Turnover

A new booklet gives advice on paving the way for a smooth transition to the new administration.

Called *Transition to a New Administration: A Guide to the Rights & Responsibilities of Senior Executives*, the booklet is published by the Senior Executives Association, the organization that represents career members of the federal senior executive service.

It provides information on the rights of career federal executives, including reassignment or transfer rights of career and non-career senior executives.

It also gives advice for both career senior executives and their new political bosses. It explains how to achieve a

smooth transition by building sound working relationships and outlines the responsibilities of senior executives.

The publication was prepared by attorneys from the Washington, DC, law firm of Shaw, Bransford & O'Rourke, under the direction of the association's General Counsel G. Jerry Shaw.

It is being distributed free-of-charge to all association members. Non-members can buy the booklet for \$5.

Anyone interested in obtaining a copy can call or write the Senior Executives Association, P.O. Box 7610, Ben Franklin Station, Washington, DC 20044, (202) 927-7000.

Flash from the Past from page 1

The story, which ran on the AP wire in 1959, talked about the agency's aggressive recruiting for office workers—mostly young women.

With this headline—"Interest in Air Age Lures Pennsylvania Girls to Washington"—the article chronicled the agency's trips to high schools in the Keystone State to find men and women to work in the nation's capital.

In a two-year stretch in the late 1950s, for example, 100 people were recruited by the agency's legendary Audrey Mills. Back then, the agency was called the Civil Aeronautics Administration. Mills frequently traveled to small Pennsylvania towns where she interviewed male and female high school students, gave them clerical, typing and shorthand tests and hired the best after they graduated. There were few opportunities in the state's coal producing areas. Often, there were two choices: work in the mines or enlist in the armed forces.

As Mills put it in 1959, "Both sides benefit—the girls get job opportunities that they don't have in small towns, and the CAA gets good, well-trained girls who are sorely needed."

Mills watched over her new recruits like a mother hen when they moved to Washington. They were required to live for a time in rooming houses that met Mills stamp of approval and encouraged to take evening courses.

To keep them interested in their jobs, it wasn't unusual for then CAA Administrator James Pyle to take them on an airplane flight. He usually did it once a month to keep up his flying time and give new recruits a chance to learn about aviation.

The new clerical workers apparently liked their jobs. Of the 100 recruits mentioned by the article, 68 were still

working for the CAA two years later. Of the women who left, seven got married and one entered a convent. The starting salary was \$3,755.

There was one complaint, the story revealed. Some of the women were concerned about the "shortage of boys" in Washington.

"I tell them that the right girl meets the right man anywhere," Mills was quoted as answering.

About 30 of the young men and women recruited by the old CAA from small towns in Pennsylvania in the 1950s and 60s are still at FAA Headquarters. Most have climbed the agency's career ladder and are out of the clerical field.

The group has several luminaries. The late Irene Barnett was one of the most honored graduates of small-town Pennsylvania. She began her government career at the bottom in 1959, reached Senior Executive Service status in 1986 and has been an inspiration to scores of agency women.

Several months before she died in November 1991, she received the Sue Silverman Award—an honor as the most supportive manager at Washington Headquarters. She didn't forget her past and helped many woman and minorities get ahead at the FAA.

'Both sides benefit—the girls get job opportunities they don't have in small towns, and the CAA gets good, well-trained girls who are sorely needed.'

FAA Recruiter

Flightplan

Learn to 'Sign.' The Office of Civil Rights and the Federal Women's Program Committee is sponsoring an eight-week sign language refresher and advanced class beginning *Thursday, February 4*.

Classes will be held on *Tuesdays and Thursdays* from 12 noon to 1 p.m. in conference room 5AB.

The instructors are Dave Hartnett and Kevin Ball.

Classes are free-of-charge and admission is on a first-come, first-served basis.

Interested FAAers should contact Doretha Robinson, x78962, or Laura Waters, x77854.

Women in Aviation. Wally Funk, the NTSB's first woman accident investigator will speak at the fourth annual "Women in Aviation" conference.

The confab will be held *Thursday through Saturday, March 4-6* at the Hyatt Regency Hotel at Union Station in St. Louis.

Other speakers include keynoter William Lowe, president and chief executive officer of Gulfstream Aerospace Corporation and Camille Keith, vice president of special marketing for Southwest Airlines.

The conference also includes sessions led by woman in various aviation businesses.

For more details and reservation information, contact Peggy Baty, conference chairperson, Parks College of St. Louis University, Cahokia, IL 62206 at (618) 337-7500, ext. 203.

FAA Remembers

Charles Greene. Charles Greene, a civil engineer in the Office of Airport Safety and Standards, died on December 24 after a lingering illness.

Mr. Greene, 62, had 32 years of federal service and was scheduled to retire on January 3. For most of his 20 years of FAA service, Mr. Greene worked in Airports.

Mr. Greene authored the agency standards for seaplane base design.

He is survived by his wife Clare, daughter Diana, and three grandchildren.



Runway Tests Begin at Denver International

Now in its third year of construction, the massive new Denver International Airport, DVX, takes shape as this recent aerial construction photo shows. In early January, the FAA began flight testing the first runway completed at the new airport, runway 35L which is the primary arrival runway. Each of the five runways will undergo a lengthy series of test flight inspections by specially-equipped FAA aircraft to thoroughly verify the operational readiness of navigation and landing aids. The airport is scheduled to open in October.

People

Leave Donations. Donald—known as Mike—Smith, of the Airmen and Airspace Rules Division is an eligible candidate under the FAA leave donor program.

Smith recently underwent emergency bypass surgery and his recovery time is estimated at six to eight weeks.

Anyone wishing to donate annual leave, should contact Barbara Ullom, AHR-151, x77608, or Tawana Willis, ARM-100, x77625.

Leave donor forms are available in rooms 516 and 302.

Airport Funding

\$863.3 Million to be Distributed Out in Fiscal Year 1993

The FAA has announced distribution of \$863.3 million in apportionment formula funds to the nation's airports in the 1993 fiscal year.

The money goes for airport planning and development projects and noise compatibility planning and programs.

The formula funds are available under obligation authority of \$1.8 billion for the year for the Airport Improvement Program.

The agency's announcement advises state and local governments and other airport sponsors of the federal airport assistance that will be available in the 1993 fiscal year.

The current year's apportioned funds will remain available to designated sponsors, states and island territories of the United States through September 30, 1995.

Funds are apportioned to primary airport sponsors based on passenger departures.

They are also determined to airports based on the landed weight of cargo aircraft; to states, the District of Columbia and Puerto Rico according to population and size and the Virgin Islands, Guam, America Samoa, Northern Mariana Islands and Trust Territories of the Pacific Islands based on a percentage of the total apportionment.

An additional fixed amount is also apportioned to Alaska.

Funding comes from the Airport and Airway Trust Fund which is financed by aviation user fees or taxes, including those on passenger tickets, freight way bills, and fuels used in general aviation.

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Transition Talk

Incoming DOT Secretary Federico Peña, right, had a chance to sit down and talk with DOT Secretary Andrew Card before Card left the slot as DOT's top manager. Peña, 45, was selected by President Clinton to head the department. In a farewell message published in the January issue of DOT Today, Card praised DOT's "dedicated" work force. "You made doing the impossible almost routine. I am appreciative and proud," he said.

New Leaders

Del Balzo Becomes Acting FAA Administrator

Joe Del Balzo is heading up the FAA until a new agency administrator is picked by the Clinton Administration.

Del Balzo became acting FAA Administrator on January 20, replacing Thomas Richards.

Other officials were named to top agency posts by Richards before he left. They replace other political appointees until the Clinton Administration fills those positions. They are:

- Monte Belger, acting Deputy Administrator, replacing Barry Harris.
- John Cassady, acting Chief Coun-

sel, replacing Ken Quinn.

→ Quentin Taylor, acting Assistant Administrator for Airports, replacing Len Griggs.

→ Bob Buckhorn, acting Assistant Administrator for Public Affairs, replacing Hugh O'Neill.

→ Quentin Burgess, acting Assistant Administrator for Government and Industry Affairs, replacing Brenda Yager.

→ Dale McDaniel has been acting Assistant Administrator for Policy and International Aviation since November when Mike Moffet left Headquarters.



Joe Del Balzo

Highlights

Focus on Black History. FAA and DOT celebrate Black History Month in February. Turn to page 6 for a list of events.

\$222 Million Contract. A \$222 million contract to continue operating the FAA's Center for Advanced Aviation System Development in McLean, VA, has been awarded to MITRE Corporation.

Under the contract, MITRE will operate the center for three more years and provide support for further development of the National Airspace System.

FAA can exercise options to continue the contract for five more years, through the year 2000.

The center performs basic and applied research and development in support of the FAA's program to modernize the automation, communications, navigation and other systems of the National Airspace System. It provides concept formulations, studies and analysis for the agency's advanced aviation research program.

The McLean center, along with research facilities in Gaithersburg, MD, provides research, development, and operational testing of numerous related segments of the agency's Advanced Automation System for the air traffic control system.

Global Agreement. DOT recently approved a request by Northwest and KLM Royal Dutch Airlines to integrate their services and operate as if they were a single carrier.

The department also granted anti-trust immunity to the carriers to allow

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Highlights *from page 1*

them to proceed with the agreement.

The agreement between the two carriers includes a joint marketing operation, coordination of schedules and pricing, a unified travel agency commission program and shared revenues from joint services.



DOT approved a request by Northwest Airlines to integrate its operations with KLM.

DOT will require the carriers to resubmit the agreement for review in five years.

This action follows last September's "open skies" accord between the United States and the Netherlands which gives the carriers of countries unlimited access to the other's international market. Under the accord, airlines of the two countries may fly to any city in either country without restriction.

Busy Year. It was a busy year for DOT and FAA workers in 1992. Check out the January issue of *DOT Today* for a look at the year in review.

More Child Care. Groundbreaking for a new child care facility is expected to take place this spring at the Kansas City Air Route Traffic Control Center. It is slated to open in early 1994.

The child care facility will be built and furnished to accommodate about 80 children.

Initially, at least 50% of the enrollment will be infants and children aged six weeks to six years.

Spotlight on Avionics. More than 40 FAA aerospace engineers and aviation safety inspectors from the across

the country and Europe attended a two-day conference in Kansas City last month that zeroed in on numerous high-tech topics.

Employees from the Aircraft Certification Service and the Flight Standards Service met to update their knowledge in rapidly changing technical areas, share recent aircraft certification experiences, and foster standardization among certification offices.

The seminar, which also included guests from the aviation industry, covered a wide variety of technologies. They were:

- ➔ Satellite communications.
- ➔ Airborne data link systems.
- ➔ Lightning protection for avionics.
- ➔ Certification of aircraft

electrical and electronic systems for operation in High Intensity Radiated Fields.

- ➔ Approaches to software certification.
- ➔ Design requirements for systems that predict windshear.
- ➔ Aeronautical Telecommunications Network.
- ➔ Traffic Alert and Collision Avoidance System.
- ➔ Flight management systems applications.
- ➔ Flight management systems review.

Education Accolade. Mary Lou Dordan Wojtalik, Alaskan Region's aviation education coordinator, was recently presented with the Chuck Yeager Award for excellence in aerospace education by the Civil Air Patrol's Pacific Region.

Wojtalik was cited for "outstanding support, dedication and untiring efforts in aerospace education development."

Wojtalik is responsible for coordinating FAA-sponsored aviation camps at various communities throughout Alaska. She directs education efforts at the elementary, high school and college level.

Rulemaking Info Line. Rulemaking documents are available to employees and the public via the Aviation Rulemaking Advisory Committee Bulletin Board.

There is no charge to use the service, but you need a computer or terminal, modem and communications software before calling (202) 267-5948.

For an information sheet and specific instructions how to log on, call Jean Casciano, 267-9683, Nick Spithas, 267-9704, or Robert Stanley, 267-5575. All are in the 202 area code.

Complaints Hit 23-Year Low. Consumer complaints about airline services filed with the government dropped in November to their lowest level in the nearly 23 years these figures have been published, the DOT reports.

However, the department's monthly Air Travel Consumer Report also shows an increase in flight delays and mishandled bags in November over the previous month.

Consumers registered 397 complaints with the department in November, compared to 462 in October and 468 in November 1991. Previously, the lowest complaint total was May 1970's record of 416.

The 10 largest U.S. airlines posted a 82.7% on-time arrival mark in November, down from October's 85.8% but identical to November 1991's percentage. In compiling the data, delays caused by mechanical problems are not counted.

Travel Reminder. "Frequent Flyer" miles awarded to FAA travelers on official business may be used to reduce costs for future government trips. Because these bonus miles can only be used toward government travel, it is important to keep in mind the following:

➔ Maintain separate accounts for personal and official travel.

➔ Before using bonus miles for official travel, consult your servicing accounting office regarding proper authorization procedures.

➔ Do not use bonus miles earned during official government business travel towards personal trips.

Managing Change

Employee Assistance Program Provides Helpful Tips

Change is an inevitable part of everyone's life.

In some situations, change is self-initiated. In others, it is forced.

Regardless of how it happens, change represents a shift from the expected and always requires a period of adjustment, says an FAA employee counselor.

Many times, change alters life and forces individuals to confront new realities. This usually occurs in stages.

Here is some advice from the Headquarters Employee Assistance Program on change.

→ At first, change is perceived as a shock, particularly when unexpected. Individuals often feel numb, disoriented or confused.

→ These emotions give way to feelings of sadness, anger and depression. Individuals need to adjust to the impact of the change and grieve the loss of the familiar.

→ With adjustment, the change becomes more comfortable and individuals begin to recognize some benefits associ-

ated with it. Frequently, people view themselves as stronger for having managed the change and the new experiences it represents.

During periods of change, individuals can take charge of their behavior and respond positively by:

→ Talking about the change. It is important to have friends and family members to share the experience.

→ Limiting how often change occurs. Adapting to change is more difficult if multiple changes are occurring at one time.

→ Practicing healthy stress management. Because change is stressful, it is important to have positive ways of reducing it.

→ Learning to see change as an opportunity, rather than a threat. While life's curves may appear threatening, changes can bring richness to one's life.

When employees or family members are experiencing change, FAA's Employee Assistance Program can help. It is a prepaid benefit offering professional

and confidential assistance.

For more information, or to schedule an appointment, contact Headquarters EAP Manager Kim Brams, x73945, room 327 in the clinic, or Personal Performance Consultants, 1-800-234-1EAP.

People

That's Dedication. Joel Jacknow, of FAA's Research and Development Service, knows the meaning of dedication.

While undergoing chemotherapy for non-Hodgkins lymphoma, Jacknow not only kept up with his assigned duties, but did an exemplary job and received a special achievement award.

Jacknow had the lead role and was responsible for preparing and reviewing the acquisition plan for the aviation weather development program. He was instrumental in taking the program from concept through the demonstration phase.

His supervisors said that despite Jacknow's personal hardship, he single-handedly assumed the responsibility for coordinating extensive documentation throughout the organization's support matrix, including both external and internal operational elements.

Since Jacknow's disease can recur, he is scheduled to undergo a bone marrow transplant early this year.

Coworkers point out that Jacknow proved to himself—and those he works with—that cancer does not necessarily have to be a debilitating disease.

Bogus Sky Marshals

FAA Warns Industry About Security Schools

The FAA is warning the aviation industry to watch out for people who have taken private security courses and claim to be sky marshals.

The problem has cropped up in the Western-Pacific Region where several private schools are offering courses to train "sky marshals" and "inflight armed security" guards.

The agency emphasizes that these schools are not sanctioned or approved by the FAA, which is the sole operator of training for federal air marshals. Sky marshals are FAA employees.

The region reports that several private firms recruit students from their own on-going security guard classes and those who are already working in security jobs.

Graduates are allegedly promised credentials, badges, help in finding a

job with national carriers and salaries as high as \$80,000 to \$100,000.

Along with promises of employment, potential graduates often spend hundreds of dollars for weapons. That's "unfortunate," says Lee Longmire, manager of Western-Pacific Region's Civil Aviation Security Division.

"A more serious concern for the FAA is the fact that well-meaning people carrying weapons and bogus credentials might attempt to board commercial flights," Longmire said.

Recently, a bogus sky marshal badge was discovered in Los Angeles. It appeared to be of excellent quality and similar to the badge carried by the California Highway Patrol.

The gold-colored badge was emblazoned with the words "United States Sky Marshal" and had an eagle in the center.

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800 Independence Avenue, SW
Washington, DC 20591
(202) 267-7311

Flightplan

Data Link Developments. The Air Traffic Control Association (ATCA) is sponsoring a symposium on "Developments in Aviation Data Link," on *Tuesday, February 9*, from 9 a.m. to 4 p.m.

Held at the Hyatt Regency Crystal City Hotel, Arlington, VA, it is the first of a 1993 symposium series designed to explore vital issues of interest to the aviation community.

For ATCA members, the cost—including lunch—is \$60 for pre-registration and \$75 on-site. The cost for non-members is \$80 for pre-registration, and \$90 on-site.

Payment can be sent directly to ATCA, 2300 Clarendon Blvd., Suite 711, Arlington, VA 22201. It must be received by *Friday, February 5*.

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

Black History Contest. Who was the first black woman elected to the House of Representatives? What African American won the Nobel Peace Prize in 1957? Who directed the film *Jungle Fever*? Who was the ghost-writer for *The Autobiography of Malcolm X*?

FAAers who can answer these questions may want to participate in the black history jeopardy contest on *Friday, February 26*.

Employees of all ethnic backgrounds are encouraged to participate in this fun way of highlighting the numerous contributions made by African Americans to politics, aviation, sports, science, literature, entertainment, law and other significant fields.

Contest winners will receive prizes.

The event is sponsored by the Black History Committee of the Chief Counsel's Office.

Interested in participating? Call Sheila Skojec, 376-6470, by *Wednesday, February 10*.

Learn to 'Sign.' The Office of Civil Rights and the Federal Women's Program Committee are sponsoring an eight-week sign language refresher and

advanced class beginning *Thursday, February 4*.

Classes will be held on *Tuesdays and Thursdays* from 12 noon to 1 p.m. in conference room 5AB.

The instructors are Dave Hartnett and Kevin Ball.

Classes are free of charge and admission is on a first-come, first-served basis.

Interested FAAers should contact Doretha Robinson, x78962, or Laura Waters, x77854.

Women in Aviation. Wally Funk, the NTSB's first woman accident investigator, will speak at the fourth annual "Women in Aviation" conference.

The confab will be held *Thursday through Saturday, March 4-6* at the Hyatt Regency Hotel at Union Station in St. Louis.

Other speakers include William Lowe, president and chief executive officer of Gulfstream Aerospace Corporation and Camille Keith, vice president of special marketing for Southwest Airlines.

The conference also includes sessions led by women in various aviation businesses.

For more information, contact Peggy Baty, conference chairperson, Parks College of St. Louis University, Cahokia, IL 62206 at (618) 337-7500, ext. 203.



Sexual Harassment Is Turbulence You Can Stop

You Have Rights!

Contact your regional or headquarters Office of Civil Rights

New Posters

Posters, like this one, will begin cropping up in FAA facilities across the country. It's part of the agency's campaign to remind employees that sexual harassment won't be tolerated.

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, February 2*, 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, February 11*, in the MOC room.

All FAAers are welcome and invited to get acquainted with HEPG members.

For more information, contact Bob Cripe, x78211, or Bruce Henry, x79216, or Ralph Randall, x78903.

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 Headquar-

ters 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, February 11*.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and bring a guest.

Contact Henry Butler, x79388.

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, February 2*, and *Tuesday, February 16*, 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.

Healthbeat

Glaucoma Screenings. The Health Awareness Program is offering free glaucoma screenings on *Thursday, January 28*, from 10 a.m. to 12 noon in the clinic, room 327.

Screenings are given on a first-come, first-served basis.

All Headquarters FAAers are eligible to participate. For more information, call Nancy O'Kane, x73406.

Give Blood. The FAA bloodmobile will be at Headquarters on *Wednesday, February 17*, in room 5ABC from 9:30 a.m. to 2:30 p.m.

Eligible donors should schedule appointments with their organization's coordinator or in the clinic lobby near the blood pressure machine.

For more information, call Ann Bowers, x73767.

Did You Know? Nearly one-third of Americans don't drink alcoholic beverages. Though some non-drinkers abstain for religious reasons, many choose not to drink for health reasons, say health experts.

Quality 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, February 2*, in conference room 8ABC.

The meetings provide a forum for employees working with, or interested in, quality initiatives.

FAAers interested in learning more about the quality movement are welcome to attend.

For more information Contact Ted Criswell, x77925, or Leslie Dorse, x77447.

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.

Others are reluctant to be under the influence of so powerful a drug.

Some simply don't like alcohol's effects.

Recovering alcoholics also completely avoid drinking alcoholic beverages.

One in 10. About 10% of all drinkers are alcoholics. Alcoholism is a disease whose main symptom is uncontrolled drinking. Alcoholics are actually addicted to alcohol and depend on it to function.

Alcoholics cannot choose whether or not to drink, how much to drink or when to drink—they drink compulsively regardless of the consequences.

Alcoholic drinking, unlike heavy drinking, is progressive. It usually gets worse and worse.

What distinguishes alcoholics is that drinking causes a continuing problem in some area of their lives.

While no "cure" for alcoholism exists, some 65-85% of alcoholics who enter treatment programs recover to lead lives without alcohol.

Black History Month

DOT and FAA Schedule Events Throughout February

Events are scheduled throughout DOT and FAA in the next few weeks to mark the 68th National Celebration of Afro-American History.

This year's theme is "Afro-American Scholars: Leaders, Activists, and Writers."

Here is a list of activities open to all DOT employees.

➔ Thursday, February 4.

Retired U.S. Air Force Lt. General Benjamin O. Davis, Jr., speaks about "Blacks in America: Past, Present and Future," at 10 a.m. in the FAA auditorium.

Davis graduated the U.S. Military Academy at West Point in 1936. He became the first Tuskegee airman to earn "wings" at Tuskegee army air field in 1941.

For more information, contact Margarete Berrios, ARP-12, x78757.

Also that day, Tyrone Vernon will perform jazz selections on the keyboard in the FAA lobby from 11 a.m. to 1:30 p.m.



This photo shows Benjamin O. Davis, left, during World War II. Davis, the keynote speaker during a Black History Month event on February 4th, was an Assistant Secretary of Transportation in the early 1970s.

➔ **Monday, February 8.** Storyteller Alice McGill talks about "Songs and Tales of African Americans and American Folklore," from 1 to 2 p.m. in the FAA auditorium.

Contact Andrea Armstead, AGC-120, 376-6416.

➔ **Tuesday, February 9.** DOT kick-off event featuring Delano Lewis, president of C&P Telephone, at 10 a.m. in the Nassif building, room 2230.

Contact Ella Graham, S-33, 366-9367.

➔ **Wednesday, February 10.** The Bren Car dancers will perform ballet, modern and street jazz, tap, ethnic, spiritual, and gymnastic numbers from 10:15 to 11:30 a.m. in the FAA cafeteria.

Contact Paulette Vernon, ATP-248C, x79252.

➔ **Thursday, February 11.** Writer-lecturer Marita Golden will speak in the FAA auditorium from 11 a.m. to 1 p.m.

For more information contact, Andrea Armstead, AGC-120, 376-6416.

➔ **Tuesday, February 16.** DOT panel discussion on family values at 10 a.m. in the Nassif building, room 2230.

Contact Ella Graham, S-33, 366-9367.

➔ **Tuesday, February 23.** DOT cultural entertainment program at 10 a.m. in the Nassif building, room 2230. It is a one-man play, entitled "The Boyfriend Thang."

Contact Ella Graham, S-33, 366-9367.

➔ **Thursday, February 25.** National Black Coalition of Federal Aviation Employees scholarship breakfast from 9 a.m. to 12 noon at the Shiloh Baptist Church, featuring guest speaker Walter Williams, city court judge of Chattanooga, TN.

Contact Ronald Jennings, ASM-120, x77911.

Also that day is a walking tour of the Museum of African Art at 11:15 a.m., featuring "Introduction to Africa."

Interested FAAers should meet in the FAA lobby.

Contact Andrea Toney, ABU-220, x77038.

➔ **Friday, February 26.** Black history jeopardy contest from 11 a.m. to 12 noon in FAA conference room 9BC.

Contact Andrea Armstead, AGC-120, 376-6416.

An exhibit honoring Afro-Americans who have made significant contributions to U.S. history will be on display in the Headquarters lobby throughout the month of February.

For general information about Black History Month, call George Thomas, ACR-3, x73267.



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

Headquarters Intercom



Shortly after winning Senate approval, Federico Peña, center, is sworn in as DOT Secretary by DOT Assistant Secretary for Administration Jon Seymour. Peña's wife Ellen and daughter Cristina look on. The next day, a public swearing-in ceremony was held at the White House.

New DOT Secretary

Peña Takes Over Top Transportation Slot

Federico Peña, the son of a Texas cotton broker who President Clinton calls an "energetic manager," won Senate approval on January 21 and was sworn in as the new DOT Secretary the same day.

He is the first Hispanic to hold the position.

Peña, who headed the Clinton transportation transition team, has spent the last 12 years regularly dealing with transportation issues. As the former mayor of Denver, Peña was instrumental in pushing for the construction of the new Denver International Airport—

turn to Peña on page 5

Operational Planning Update

Team Takes Stock, Faces 'Critical' Months Ahead

As 1993 kicked off, FAA's Operational Planning Management Team (OPMT) looked back to assess its performance after six months in business.

Team members say they saw solid accomplishments in a few areas and now have a better sense of how to proceed over the next six months in their primary mission—integrating the agency's operational planning.

The team also started the new year

with a new chairman. Ed Kelly, Airway Facilities' number two person, replaces retiring Deputy Associate Administrator for Air Traffic Nobby Owens.

There are two new faces on the team—Dave Hurley, director of the Office of Air Traffic System Management, is the new Air Traffic representative.

turn to OPMT on page 6

Highlights

Farewell. In a farewell letter to all employees, former FAA Administrator Thomas Richards expressed appreciation for the support he received throughout his tenure.

"I want to share with all of you my thanks for your support," said Richards. "Although my tenure has been short, it has been filled with excitement and accomplishment."

Richards, along with other top FAA officials, resigned on January 19 to make way for the new administration.

Joe Del Balzo became acting FAA Administrator on January 20 with Monte Belger acting as his deputy.

They will lead the agency until a new Administrator is appointed by the Clinton administration.

Transition Update. Carl Schellenberg has been named acting Executive Director for System Operations, a position held by Joe Del Balzo. Del Balzo is acting FAA Administrator until the Clinton administration picks a permanent Administrator.

Darlene Freeman has been named acting Executive Director for Acquisition and Safety Oversight, filling the position of Monte Belger who is acting Deputy Administrator.

Standards of Conduct. New government-wide standards of employee conduct became effective on February 3.

Published in the *Federal Register* by the Office of Government Ethics on August 7, the standards are designated Part 2635 of Title 5 of the code of Federal Regulations.

For FAA, the new standards will
turn to Highlights on page 2

Highlights *from page 1*

replace the current ones that appear in 49 CFR Part 99.

Other regulations of the Office of Government Ethics require that all employees receive an hour of official time to review the new standards.

Order 3750.3C covers the new standards and is being distributed to all supervisors.

Supervisors will be responsible for seeing that their employees receive the prescribed time to review the standards. New employees coming on board after the effective date of the standards must be given the time within 90 days of entry on duty.

DOD Recognition. Advanced Automation's Annette Bauman recently received the Department of Defense's Joint Meritorious Unit Award.

The award, which was presented by Associate Administrator for NAS Development John Turner, recognized Bauman for her support to the Joint Chiefs of Staff during Operations Desert Shield and Storm.

While serving as branch chief at the Pentagon, Bauman directed efforts to upgrade the joint operations planning software to the joint operations planning and execution software system.

Her background and knowledge of

international telecommunications and the North Atlantic Treaty Organization were cited as being a tremendous asset to the United Nations Multinational Forces.

Her technical expertise in packet data, packet voice, satellite communication, digital voice and data mix, conventional voice and military tactical communication, assisted the United Nations in establishing the flow of diplomatic information.

Bauman joined FAA's Voice Switching and Control Systems (VSCS) Development Branch in 1991. Her experience in joint operations planning software maintenance is being applied to the 15-year planned life cycle of the voice switching software.

Aviation Milestones. Check out the February issue of *FAA World* for a rundown of significant aviation events in 1992.

Aviation History. Did you know that almost 50 years ago, the first African American owned airline was launched in Washington, DC?

A Headquarters FAAer recently

dropped off a newspaper story from November 1944 which chronicled the event and thought other FAAers would be interested in it during Black History Month.

The story in the now defunct Times-Herald reported that more than 500 spectators in the old Griffith Stadium attended a ceremony during which Mary McLeod Bethune christened the flagship of Union Air Lines. The newspaper reported that it was the "only Negro-operated airline in the world."

The five-passenger Waco plane was named the "Mary Bethune."

Charter service by the new line started in December 1944 at National Airport.

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.

Life Insurance Rates Drop

Rare Open Season Begins Next Month

An open enrollment for federal employees group life insurance—known as FEGLI—will be held from March 29 through April 30 for the first time since 1985.

Employees can increase existing coverage or enroll in FEGLI if they have previously waived or cancelled coverage, announced the Office of Personnel Management.

Employees not desiring change, need not take any action.

The open enrollment elections are effective the first day of the first pay period on or after May 30.

This needs to immediately follow a pay period in which employees were in a pay and duty status for at least 32 hours, or, for part-time employees, one-half of their regularly scheduled tour of duty.

For insurance purposes, duty status means that employees must actually be working. It does not include time on annual or sick leave, excused absence or other absence from duty.

OPM also announced that the premiums for basic life insurance, and some age categories in standard, additional and family options, have been reduced. For basic coverage, the rates will drop from 18.5 cents to 16.5 cents for each \$1,000 of coverage.

This is a result of a recent reevaluation of mortality experiences and demographic and economic assumptions, according to OPM.

The reductions were effective in January.

For more information, employees can contact their servicing human resource management division.

Headquarters Intercom

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No. 93-3

Diane M. Spitaliere
Editor

Michael A. Malden
Art Director

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Washington, DC 20591
(202) 267-7311

Healthbeat

Allergy Lecture. The Health Awareness Program is sponsoring an allergy lecture on *Friday, February 19*, at 11:30 a.m. in the FAA auditorium.

J. Gordan Vap, M.D., from the Ear, Nose and Throat Group of Washington, DC, will be the guest speaker.

FYI...

Tuesday Deadline. *Headquarters 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. Get items in as soon as possible.

Bring them to room 909B or call x77311.

Right Number? At FAA Headquarters, the *Intercom* is distributed on an "all employee count" basis, giving each employee their own 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.

Replanting CORN

FAA Relocates Project Management Tools

The NAS Program Management Staff was recently honored for the successful relocation of FAA's project management tools.

The "tools"—designed to provide automated support for the Capital Investment Plan—were moved from the Martin Marietta data center in Lanham, MD, to the Computer Resource Nucleus (CORN) automation data processing facility in Plano, TX.

The relocation—which was accomplished with no service disruption to users—was the culmination of 10 months of evaluation, planning and extensive testing. It required a cooperative relationship between FAA, Martin Marietta and Electronic Data Systems Corporation.

Connie Dutcher, of the Information Resource Management Branch, headed the relocation team with the support of Tim Carrico and George Raub of the CORN Special Projects Office. The team had more

than 80 members from throughout FAA, Martin Marietta and Electronic Data Systems.

The staff was lauded by NAS Program Management Service Director Robbins Tucker at a Headquarters ceremony.

To avoid disruption in service, the entire move was accomplished in a



NAS Program Management Service Director Robbins Tucker, left, along with Tools Program Manager Connie Dutcher, presents Tim Carrico of the CORN Special Projects Office with a plaque for his part in the relocation effort.

single weekend. The relocation started on a Friday evening and by Monday morning it was business as usual for all FAA system users.

Employee Assistance Program

Understanding Counseling Services

FAA's Employee Assistance Program (EAP) offers counseling services to all employees.

Services are prepaid by the agency and are free to employees.

Employees participating in the program can expect a three-stage counseling process.

- Clarifying the problem.
- Arriving at alternatives.
- Outlining a plan of action.

The counselor discusses an employee's situation and helps him or her determine how they think and feel and what they ultimately want.

They also outline alternative solutions that employees may not be aware of.

Counselors are trained to ask questions that can give employees better perspectives on their situations.

Sessions are normally an hour but can vary slightly for couples and families. Upon conclusion, employees will have either resolved their problems or developed a detailed plan to do so.

Because employees are working with trained professionals, a plan is created that makes sense and suits individual needs.

The Employee Assistance Program occasionally includes a referral to another resource that results in financial responsibility for the employee. In these cases, counselors work with employees to find a resource that is within their budget or coincides with their health insurance.

For more information, or to schedule an appointment, contact Headquarters EAP Manager Kim Brams, x73945, room 327 in the clinic, or Personal Performance Consultants, 1-800-234-1EAP.

Swift, Decisive Action

FAAers Lauded for 'Record Breaking' Effort on De-icing Rule

Thirty-one FAA and DOT employees, who worked on the new de-icing regulation, were honored by the National Aeronautic Association at a recent Headquarters ceremony.

Calling it a "remarkable achievement," Wes McDonald, the association's board chairman, praised the agency and members of its rulemaking team for putting the new de-icing regulation into effect seven months after a USAir jet crashed at LaGuardia Airport during a snow storm last March.

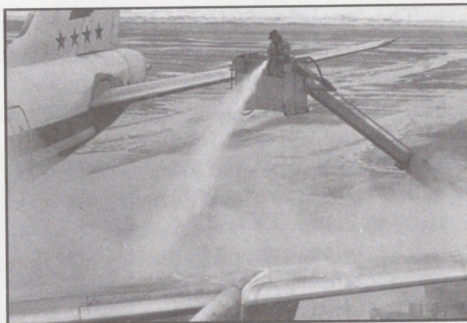
In a salute to the FAA, McDonald said the aviation industry was "not optimistic" that the agency would

meet its self-imposed early winter deadline for tougher rules. When it did, McDonald called the agency's response "swift and decisive."

"It was a record-breaking event, a remarkable achievement and a tremendous step forward in aviation safety," McDonald said.

At the January 15 ceremony in the Headquarters auditorium, FAA officials called the quick implementation of new de-icing rules a "superb, extraordinary and particularly outstanding job."

McDonald presented these FAA and DOT workers with certificates of appreciation mounted on plaques:



Airport worker sprays aircraft with de-icing fluid prior to wintery takeoff.

Flight Standards Service

David Harrington
Gary Davis
Jan Demuth
Kathy Hakala
Dave Metzbower
Dave Catey
Dan Meier
Larry Youngblut
Ben Burton
Myron Clark
John Attebury

Office of Rulemaking

Chris Christie
Jean Casciano
Angela Washington
Larry Buehler
Ida Klepper

Office of the Chief Counsel

Fran Heil
Richard Beitel

Office of Aviation Policy, Plans and Management Analysis

Dan Taylor
Gary Becker
Archie Muckle

Office of Air Traffic System Management

Bob Berlucchi
Donnie Simmons

Office of Airport Safety and Standards

George Legarreta

Associate Administrator for Aviation Safety

John Mapel

Aircraft Certification Service

George Soteropoulos

Atlantic City Technical Center

Charlie Masters

DOT Assistant General Counsel for Regulation and Enforcement

Bob Klothe
Bob Bergstom

DOT Office of Transportation Regulatory Affairs

Jean O'Leary

DOT Office of Programs and Evaluation

Stan Gaffen

Towering Tree

Staffers from NAS Development's Surveillance and Office of Acquisition Support brightened the holidays for youngsters at the Children's National Medical Center in Washington, DC.

One hundred oversized stockings were filled with surprises and carefully hung on a wooden tree. The remaining gifts were stuffed into gift bags and presented



to the children—along with the tree—at the hospital's annual holiday celebration at nearby Trinity College.

Several FAAers attended the party and joined in holiday games with the children.

Terry Hannah, ANR-1, spearheaded this year's event. Janice Kennedy started the annual holiday tradition in NAS Development last year.

Peña *from page 1*

one of the largest in the world.

Peña also oversaw the construction of a downtown Denver convention center, dealing with over \$330 million in infrastructure bonds for bridges, buildings, roads and libraries.

Peña worked across jurisdictions to develop a multimodal transportation plan for the Denver metropolitan area, combining highways, traditional mass transit and innovations like light rail.

Prior to becoming mayor, Peña served in the Colorado legislature for four years. In his second term, Peña's peers marked his political and admin-

istrative skills by elevating him to the position of minority leader of the Colorado House of Representatives. In this capacity, he was involved with transportation and planning decisions statewide.

"Federico Peña is exactly the kind of energetic manager who can face the task of repairing and rebuilding our nation's infrastructure and get the job

Message from the Secretary

New Vision for the Department of Transportation

President Clinton has recently honored me by asking me to serve as the new Secretary of Transportation, a privilege I accept with great excitement and optimism.

The transportation issues we will face together in the months and years ahead are key to the health of

our nation's economy, the daily quality of life of our citizens, and our ability to compete in the global marketplace.

Our mission is a simple one: to provide the finest and safest transportation system in the world. The goal is a challenge and the issues complex, but we have a great head start thanks to the work of many of you over the years. I'm confident that if we work together to forge a new vision for the Department of Transportation, incorporating the very best ideas from each of you, we'll succeed.

During my eight years as Mayor of Denver and four years as a state legislator, I had an opportunity to



Photo by Jay Carroll

Federico Peña

work with many of the DOT agencies as we tackled local transportation issues from highways to transit to building the country's first new major airport in 20 years. More recently, I've had the chance to work with a number of the Coast Guard's fine men and women.

I look forward to meeting many more of you in the months and years ahead.

I've been tremendously impressed with the expertise, dedication and enthusiasm of the DOT employees I've met so far, and would like to extend special thanks to Secretary Card, the Bush Administration appointees, and the career staff with whom I've worked in recent weeks. They have set the perfect example of how a transition should be handled, and I've greatly appreciated their cooperation, assistance and professionalism.

I look forward to working with you on the many exciting challenges and opportunities that lie ahead.

done," said President Clinton.

Peña graduated from the University of Texas in 1968 and earned his law degree from the same university in 1972.

The third of six children, Peña was born in Laredo, TX. He is married to attorney and world-class marathon runner, Ellen Hart Pena. They have two children, Cristina and Nelia.

OPMT *from page 1*

Tom Accardi, who heads up the Flight Standards Service, becomes the new Regulation and Certification representative, replacing Dan Beaudette. Beaudette is on detail to Owens' old slot.

Kelly says he "feels good" about the Operational Planning Management Team, particularly the "energy and competence"



Ed Kelly

team members and others involved in its "issue working groups" have brought to selected operational issues and programs.

Kelly considers the next six to 12 months as "critical" for the long-term future of the Operational Planning Management Team. He sees the team playing a vital role in helping move forward the initiatives of the new administration.

The team listed these major accomplishments over the past six months:

→ The OPMT played a pivotal role in reviewing the system delivery sched-

ule for the Advanced Automation System (AAS) program, "turning the light on this issue."

The AAS review was done at the direction of the Administrator, who asked the team to assess the status of the program and develop options for earlier implementation than the existing schedule called for.

The bulk of the 90-day "fast track" review was done by an OPMT issue working group under the leadership of Ron Morgan who directs the NAS System Engineering Service.

→ In a related development, the Administrator established a high-level management triumvirate to review the Initial Sector Suite System portion of the AAS program with the goal of assessing the program and finding ways to rebuild a credible schedule.

→ Another OPMT issue working group succeeded in developing a set of four alternatives for providing flight services in the future. It recommended a total leased-equipment system as the preferred option in the near-term. This recommendation has also been approved and Weather and Flight Service Systems is working on a contract proposal, with a "request for proposal" expected by late 1993.

→ Finally, the issue working group developing an "Operational Vision for the Year 2010" has just about wrapped up its work and is ready to turn over its product to the OPMT.

The group, under the direction of Clyde Miller of the Air Traffic Management Automation Division, is made up of representatives from all the agency's major operating elements, plus the offices of the DOT Secretary, and FAA's offices of Environment and Energy, and Aviation Policy, Plans and Management Analysis. Its product reflects an internal perspective and an impressive amount of industry feedback gathered at meetings with industry representatives at various locations around the country and in Washington, DC.

The operational vision is intended to become the basic framework for all operational planning within the agency.

Among the major efforts expected from the OPMT over the next six months will be initial steps to develop an operational plan. This will serve as a companion volume to the Capital Investment Plan which deals with the facilities and equipment in the NAS system. The operational plan will show how the agency intends to put these to work.

Focus on African Americans

DOT and FAA Schedule Events Throughout February

Events are scheduled throughout DOT and FAA this month to mark the 68th National Celebration of Afro-American History.

This year's theme is "Afro-American Scholars: Leaders, Activists, and Writers."

Here is a list of the remaining activities open to all DOT employees.

→ **Wednesday, February 10.** The Bren Car dancers will perform ballet, modern and street jazz, tap, ethnic, spiritual, and gymnastic numbers from 10:15 to 11:30 a.m. in the FAA cafeteria.

Contact Paulette Vernon, ATP-248C, x79252.

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Contact, Andrea Armstead, AGC-120, 376-6416.

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Contact Ella Graham, S-33, 366-9367.

→ **Tuesday, February 23.** DOT cultural entertainment

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→ Also that day is a walking tour of the Museum of African Art at 11:15 a.m., featuring "Introduction to Africa."

Interested FAAers should meet in the FAA lobby.

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For general information about Black History Month, call George Thomas, ACR-3, x73267.



Advocate of the Quarter

Staff Air Traffic Control Specialist Kathy Vargo, ATZ-200, receives the ATR-100 Advocate of the Quarter Award from System Plans and Programs Division Manager William Behan. The honor recognizes individuals who have made extraordinary efforts in helping the division accomplish challenging goals. Vargo was lauded for her efforts in assembling operational test and evaluation teams and coordinating the installation of these new systems with the National Air Traffic Controllers Association under extreme time constraints.

Building Bulletin Board

Public Space. Anyone interested in occasionally using public space in the FAA Headquarters building, must first file an application with the General Services Administration building manager.

All requests must be filed on GSA Form 3483 and go through the building management staff, AAF-50.

Permits are issued within 10 working days of receipt on a first-come, first-served basis. They are not issued for more than 30 calendar days at a time.

Applications must include the following information:

- ➔ Applicant's full name, mailing address and telephone number.
- ➔ Organization and individual(s) sponsoring and supervising the proposed activity.

➔ Documentationshowing that the applicant has authority to represent the sponsoring organization.

➔ Description of the proposed activity, including dates, times, and the number of persons involved.

If the proposed activity constitutes the use of public space for solicitation of funds, the applicant must provide a signed statement verifying that it is for the sole benefit of a certified or officially-recognized religious group. The space can also be designated for cultural, educational and recreational activities. An official ruling of tax exempt status from the Internal Revenue Service would also satisfy this requirement.

For more information, contact Sarah Proctor, x77717, or LaDora Ambrister, x78013.

Hassle-Free Workplace

FAA Spells Out Penalties for Sexual Harassment

On his last day on the job, former FAA Administrator Thomas Richards signed the FAA's new table of penalties, clarifying the discipline to be applied in instances of sexual harassment.

The directive, issued on January 19, supports the agency's goal of creating a workplace that is free of sexual harassment and where employees are treated with dignity and respect.

The FAA's commitment to this goal is reflected in the penalties that will be imposed for sexual harassment.

Acts of sexual harassment will be treated as misconduct, and a single incident will result in disciplinary action.

Penalties for supervisors will be



U.S. Department
of Transportation
Federal Aviation
Administration

Sexual Harassment Does Not Fly at the FAA

You Have Rights!

Contact your regional or headquarters
Office of Civil Rights

While the FAA's job is to keep aircraft up and flying, there's an exception as this poster points out—sexual harassment doesn't fly at the FAA.

more severe than those applied to peers in the workplace. They will range from a letter of reprimand to being fired.

The directive also defines when sexual harassment becomes sex discrimination in employment practices.

The penalties are incorporated in the FAA Order on Conduct and Discipline, Order 3750.4A Change 1 which is currently being printed.

Copies will soon be distributed to all FAA Headquarters organizations, regions, centers and facilities.

Several posters, which remind FAAers that sexual harassment is against the law, will soon show up in agency facilities across the country. This is part of the FAA's overall campaign to combat sexual harassment in the workplace.

A Black Pilot's Struggle

John Roach Fought a Tough Battle to Earn His Wings

"It looks like you can fly," First Lady Eleanor Roosevelt told the black pilot after she was given a spin in a two-seater.



This fuzzy 1941 photo shows First Lady Eleanor Roosevelt shortly after riding in an airplane piloted by Alfred "Chief" Anderson.

That was 1941 and although Mrs. Roosevelt's remarks sounded like small talk, they weren't.

More than a half century ago, when African Americans were trying to earn their wings, Mrs. Roosevelt decided to check out Alabama's Tuskegee Institute as the site for a flight training school for blacks.

Former FAAer and Tuskegee airman John Roach relates the story.



John Roach, a pioneering African American pilot and former Deputy Director of FAA's New England Region, pilots a bomber during World War II. Read more about his career in the February edition of *FAA World*.

After meeting with Alfred "Chief" Anderson, one of the few black pilots in the country and the only one running a flight training school, Mrs. Roosevelt decided to take an airplane ride with him as pilot.

According to Roach, the Secret Service opposed the airplane ride and called the White House in an attempt to stop the First Lady.

President Roosevelt supposedly informed the Secret Service that if the First Lady made up her mind to fly with Anderson, there was no way she could be stopped.

The Secret Service's initial reaction wasn't unusual. From 1939 to 1941 there was

a government policy based on a 1930 study that claimed that blacks were incapable of or did not have the ability to operate an airplane.

Even in 1943, two years after the official government policy had changed, Roach still had to search throughout Boston to find an army recruiting office where he could take the Army Air Corps enlistment test.

The search took Roach in and out of nine recruiting offices. Finally, at the 10th, recruiters gave him the special test for eligibility into the all-black Tuskegee Air Corps.

At the time, very few African Americans had pilot's licenses, but Roach and others like him fought a tough battle to reach their goal. "I had always wanted to fly. That was my goal and I was determined," he says.

Read more about Roach's fight to fly in the February issue of *FAA World*.

Flightplan

Law and Discrimination. The National Hispanic Coalition of Federal Aviation Employees is sponsoring a lunchtime presentation on "The Impact of Recent Laws and Regulation on Discrimination Complaints," on *Wednesday, February 17*, at 12 noon in conference room 9A.

Deputy Assistant Administrator for Civil Rights George Gordon will make the presentation.

Woman Writer. Marita Golden, a black woman writer, will read from her works on *Thursday, February 11*, at 11 a.m. in the FAA auditorium.

Golden is the author of *Long Distance Life* and *And Do Remember Me*. She will be available to answer questions and autograph books.

Employees must bring their own books—they will not be sold at the event.

The event is sponsored by the chief counsel's black history committee.

Contact Y. Andrea Armstead, 376-6416.

Black History Contest. Who was the first black woman elected to the House of Representatives? What African American won the Nobel Peace Prize in 1957? Who directed the film *Jungle Fever*? Who was the ghostwriter for *The Autobiography of Malcolm X*?

FAAers who can answer these questions may want to participate in the black history jeopardy contest on *Friday, February 26*.

Employees of all ethnic backgrounds are encouraged to participate in this fun way of highlighting the numerous contributions made by African Americans to politics, aviation, sports, science, literature, entertainment, law and other significant fields.

All contest winners will receive prizes.

The event is sponsored by the Black History Committee of the Chief Counsel's Office.

Interested in participating? Call Sheila Skojec, 376-6470, by *Wednesday, February 10*.



U.S. Department of Transportation

Federal Aviation Administration

Headquarters Intercom

Highlights

Airport Funds. FAA has selected Michigan, New Jersey, Texas and Wisconsin to participate in a pilot program that provides states with flexibility in administering federal funds to develop smaller airports.

Called the block grant program, it is designed to find out whether certain functions of the FAA's Airport Improvement Program can be shifted to state governments.

Illinois, Missouri and North Carolina have received block grants totaling \$149 million while participating in the program for the last three fiscal years.

The seven states will participate in the program through fiscal year 1996.

Participating states select airport projects for funding. Block grants include state apportionment funds and the state's proportionate share of discretionary "set-asides" based on their capital improvement programs.

Inspecting Flights. The FAA awarded a \$64.6 million contract to E-Systems, Greenville, TX, for two aircraft systems to be used for the agency's flight inspection mission.

The contract provides the Office of Aviation System Standards with two model 60 Lear flight inspection system turbo-jet aircraft, logistics support and maintenance, for certifying enroute, approach and departure navigation and landing systems. Design, integration, testing, initial spare and repair parts, operator-maintenance training and a maintenance option are also included in the contract.

Additional options include acquir-
turn to Highlights on page 2

Aviation Laurels

Aerospace Magazine Praises FAAers

Seven FAAers have won Aerospace Laurels from *Aviation Week & Space Technology* magazine for significant contributions to global aerospace in 1992.

The publication presented crystal sculptures to the following FAAers:

→ **Craig Beard** was lauded for his "long dedication and labor in attempting to harmonize U.S. and other nations' aviation regulations."

Beard won the award for his work as director of the Aircraft Certification Service. Beard is currently acting Deputy Associate Administrator for Regulation and Certification.

→ **Tony Broderick**, Associate

Administrator for Regulation and Certification, was singled out for his "leadership in combating 'loop-hole' airlines by organizing visits to dozens of Caribbean and South American countries to support stronger regulations."

→ **Malcolm Burgess**, FAA's synthetic vision system project manager, for "bringing reality to the agency's synthetic vision endeavors by driving them into a flight demonstration program."

→ The team of **David Harrington**, **Leonard Mudd** and **Stan Mathews** was honored by the magazine for "leading the Mission Impossible team formed by the FAA for
turn to Laurels on page 3



Seven FAAers received this "Aerospace Laurels" award from *Aviation Week & Space Technology*.

Cracking the Glass Ceiling

Women Advance at Headquarters, Lag Nationwide

While women have moved up the career ladder at FAA Headquarters in the last five years, they still lag behind in many parts of the agency, says Herb McLure, Assistant Administrator for Human Resource Management.

Despite FAA's many efforts to increase the number of women and minorities in agency jobs, their share remained surprisingly similar from 1985 through 1991, McLure recently told members of the Headquarters Federal

Women's Program Committee.

There have been advances, however, including recent gains for women at Headquarters, especially in administrative positions. Currently, women hold one-quarter of the high-paying positions, GS-13 and above, in Washington. This is a different picture than FAA as a whole where white men hold nearly 90% of the top jobs.

McLure believes that if recruiting
turn to Glass on page 4

Highlights *from page 1*

ing 10 more model 60 Lear Jets, two Canadair Challenger 601-3 Extended Ranges and two Aerospatiale ATR-42 aircraft. They will replace the currently fielded Sabreliners, Jet Commanders, and other aircraft whose average age exceeds 20 years.

The contract is the first major FAA aircraft procurement using a complete integration and life-cycle support approach. It was made possible through the efforts of FAAers in Aircraft Acquisition, Aircraft Engineering, Contracting and Quality Assurance, Chief Counsel's Office and logistics support, test and evaluation staffers.

The first system will be delivered within 27 months and the second within 30 months of the contract award.

Global Safety. A new book says the rate of fatal accidents is more than four times higher in Asia, Eastern Europe, Latin America and the Middle East than in North America.

In Africa, the rate is 15 times higher than in the United States and Canada, according to "Why Airplanes Crash: Aviation Safety in a Changing World."

The book's authors examined data

on 15,000 accidents from the 1970s and '80s.

Pilot error is the leading cause of fatal accidents in most parts of the world, the book says.

Terrorism was the leading cause of fatal crashes in Africa, but was second in the Middle East to weather and terrain.

Engine failure brought down more planes in Eastern Europe than anything else, the authors say.



The book states that third world countries suffer from poor aircraft, maintenance and pilot training. But other factors contribute to their high accident rates.

Many third world airports lack sophisticated landing and weather-radar systems. They also don't have much emergency equipment to handle crashes. The book says that about 40% of passengers survive fatal accidents in the United States and Canada compared with 20% in Latin America.

FAAers Hit the Road. Northwest Mountain Region employees in Seattle are beautifying a portion of the most heavily traveled highway in Washington State.

Interstate 5 runs from the Canadian border through Seattle and Tacoma and on to the state capital, making it one of the most visible sights in the Northwest—even though it's not on a list of the area's tourist attractions.

Now a stretch of the highway near SeaTac airport is regularly "policed" by FAAers on their time off. The state highway department has posted a sign along the route crediting the FAA for its help.

The first collection filled 24 bags of litter.

Educational Move. The Aviation Education Division has relocated to the Nassif building.

Part of the Office of Training and Higher Education, the group can be found in room PL100.

Aviation Education Division Manager Phil Woodruff can be reached on (202) 366-7018.

Other staff members may be reached by calling x66145, x67024, and x66993.

U.S. Department
of Transportation
Federal Aviation
Administration

STOP
**Sexual
Harassment**

You Have Rights!
Contact your regional or headquarters
Office of Civil Rights

Stopping Harassment

To reinforce the FAA's recently announced penalties for sexual harassment, a series of posters will begin showing up in agency facilities across the country. The message on this one is to the point.

EEO Complaints

Trained Counselors Ready to Help

Reporting job discrimination or sexual harassment is easy at FAA Headquarters with 16 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 45 calendar days of the matter. If the complaint stems from a personnel action, a counselor should be contacted within 45 calendar days of its effective date.

Here are the routing symbols and telephone number of the Headquarters

FAAers trained in EEO counseling.

Brian Calandine, AFS-250, x79531
Carmen Carrion, ASF-10, x77067
Warren Davis, ATP-216, x79224
Greg Joyner, ASE-300, x78634
Ida Klepper, ARM-100, x79688
Michael Lam, ASM-330, x78310
Valinda Lewis, AIA-100, x73230
Harkey Mayo, ASF-3, x77419
Lola Palmer, ASU-310A, x77690
Helen Penn, AAA-110, x77269
Samuel Petitto, AIT-500, x77444
Delores Powers, AAM-120, x61114
Catherine Randall, AND-20, x79865
Michael Scott, ATZ-105, x61807
Mike Smith, ARM-107, x78738
Sheila White, AHD-130, x66966

Healthbeat

Seeking Help. At FAA Headquarters, it's easy to seek counseling through the Employee Assistance Program.

All appointments can be made by calling Headquarters EAP Manager Kim Brams, x73945, room 327 in the clinic, or Professional Performance Consultants, 1-800-234-1EAP.

Transit Benefit

New Procedures Outlined

FAAers who were unable to pick up their metrochecks in Headquarters by February 12, can get them in the Nassif building, room 2221, the week of February 22. Hours of operation are from 9 a.m. to 12 noon.

FAA implemented new procedures this month to disburse benefits. Employees must now obtain their transit benefits alphabetically according to their last names. The following schedule must be adhered to:

- A through E - Monday
- F through K - Tuesday
- L through R - Wednesday
- S through Z - Thursday
- A through Z - Friday

This procedure will be in effect the second full week of every month until further notice.

Air Traffic First

Alaskan FAAer Heads Up Union

Marsha Brown, an automation specialist at the Anchorage Flight Service Data Processing System, is the first woman president of the National Association of Air Traffic Specialists.

The association includes all flight service specialists.

Prior to her Anchorage position, Brown worked as a flight service specialist in Cold Bay, AK.

Brown ran for election on a platform stressing open, accessible and democratic principles. She plans to work with the association's nearly 1,800 members and its board of directors to raise awareness about flight service

specialist duties.

Michael McAnaw, air traffic specialist at the McMinnville Automated Flight Service Station, was elected executive vice president.

The association's board of directors was also elected from each of FAA's nine regions.

They are Mark Boberick, Alaska; Robert Mutrux, Central; William Dolan, Great Lakes; Thomas Halligan, New England; James Hayes, Northwest Mountain; Ward Simpson, Western-Pacific; Ronald Maisel, Eastern; Craig Campbell, Southern; and Walter Pike, Southwest.



Preparing for the Future

Staffers from the Career Development and Training Branch prepare for the influx of FAAers attending the first annual Headquarters Career Development Fair. The four-hour fair, held in the Headquarters lobby, had the theme "Prepare Yourself for the Future." It provided employees with information about higher education and career development opportunities. Some of the 20 organizations participating in the event included the University of Maryland, Trinity College, Georgetown University, Office of Personnel Management, Toastmasters, DOT Career Resource Center and all FAA coalitions.

Laurels from page 1

setting new de-icing standards." The team broke all records for responses at the FAA.

Harrington manages the Air Transport Division; Mudd is director of the Office of Airport Safety and Standards; and Mathews—now retired—was deputy director of the Office of Air Traffic System Management.

→ Tom Williamson, manager of traf-

fic-alert collision avoidance systems research and development, was praised for his "pivotal" role in introducing TCAS-2 with "minimal disruption."

Two employees of the DOT were also honored with Aerospace Laurels. They are:

→ A. Mary Schiavo, DOT Inspector General, and chief investigator Dennis Dutch. They were cited for their "drive to check into the burgeoning market in counterfeit parts."

Headquarters Intercom

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Diane Spitalere
Editor

Michael A. Malden
Art Director

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Glass *from page 1*

and hiring practices are completely fair, an agency like FAA would have men and women in about the same proportions as they exist in the general population that qualifies for the jobs.

For example, since the basic qualification for controller jobs is a high school diploma—something men and women have in about equal proportions nationwide—McLure believes FAA would be hiring close to 50% women as controllers, if nothing else was influencing the process.

But when he joined FAA five years ago, only 10% of the controllers were women. After five years of hard work by people all over the FAA to recruit more women, and a completely revamped screening process, the percentage has only grown to 13.6.

McLure believes the situation is not just the result of FAA hiring practices, but grows out of subtle attitudes present in the country's culture that steer men and women toward particular careers regardless of their aptitude for other, less traditional jobs. For example, women are not encouraged to aspire to careers as pilots, air traffic controllers, or electronic technicians, even though

research indicates little difference between men and women's capability to do those jobs.

Culture also teaches people to expect to see white men as top managers and executives, but again, research does not show a gender or race difference in capability or aptitude. To help combat these stereotypes, McLure recommends that FAAers start trying to assume



'Distinguish yourself from the crowd...do the job you have spectacularly well, acquire more education, broaden your work experience and do the jobs no one else wants.'

Herb McLure
Assistant Administrator
for Human Resource Management

women are generally competent for FAA jobs, the same as they do for men.

McLure also pointed out that getting into the top jobs in FAA is hard for anyone, regardless of gender or race. "There is no room at the top," he said, "and career advancement takes a lot more hard work and dedication than you may realize.

"Since FAA only has 187 senior executive positions for its work force of 53,000—about .3%—it is more com-

mon to be a millionaire in the U.S. population—about .6%—than it is to be a senior executive in the FAA," McLure said.

"Checking all the boxes only gets you a chance to compete for top jobs with hundreds of other people who have also checked all the boxes," said McLure.

"Whether you are a man or a woman, you must try to distinguish yourself from the crowd. The first thing is to do the job you have spectacularly well," said McLure. "Other good ways are to acquire more education, broaden your work experience so you know more about all of FAA's activities, and do the jobs no one else wants to do. Helping out with the things that are hard to do is a sure way to be appreciated."

McLure also believes it takes a long time to change big organizations and cultures, but that the process can be accelerated as more people who select other people for jobs remember to focus on the skills actually required by the job, and not on the stereotypes they have about who should do certain kinds of work.

"Collectively, we can all speed up the process of giving everyone a fair chance," said McLure.

Future Forecasts

Two Aviation Conferences Set for February and March

The FAA is sponsoring two forecast conferences that will look into the future of aviation and zero in on general aviation.

The annual seminars will be held in Washington, DC, on February 26, and in Orlando, FL, on March 11, 12.

Here are specifics:

→ The 18th Annual FAA Aviation Forecast Conference will focus on forecasting aviation traffic in an uncertain environment.

Held at the Mayflower Hotel on February 26, it will include several FAA and industry speakers.

Harris Hollis, vice chairman, president and chief executive officer of Air Canada, will talk about the open skies agreement between the United States and Canada. He is the luncheon speaker.

→ The 3rd Annual FAA General Aviation Forecast Conference will be held at the Hyatt Regency Orlando at the airport.

The two-day event on March 11 and 12 features FAA and industry speakers. The luncheon speaker on March 11 is E. Glenn Parr, general counsel, Piper Aircraft Corporation. His remarks will focus on legislative and administrative issues impacting general aviation growth.

For more information on both conferences, contact Lorraine Iritano, (202) 267-8388.



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

Headquarters Intercom

Out of this World



This artist's drawing shows the X-30 National Aerospace Plane, a joint program with the Department of Defense, NASA and U.S. industry. A mockup of the space plane is touring major aerospace events across the country. Engineers envision a vehicle that would take off horizontally like an airplane, accelerate to 17,000-plus miles-per-hour and reach low-earth orbit. Once in orbit, such a vehicle could deploy payloads, pick up or repair satellites or visit a space station before returning to earth for a runway landing.

'92 Aviation Fatalities

Deaths Drop for Commuter and Commercial Airlines, Rise for General Aviation

A total of 951 people died in 2,105 aviation accidents in the United States or involving U.S.-registered civil aircraft last year, according to preliminary figures from the National Transportation Safety Board.

Most of 1992's fatalities occurred in general aviation with 408 fatal accidents resulting in 812 deaths.

In 1991, there were 414 fatal general aviation accidents and 746 deaths.

There was a total of 1,956 general aviation accidents last year, the lowest number since the NTSB began compiling aviation records in 1967.

Last year, there were seven fatal commuter aviation accidents, compared to eight in 1991, the NTSB reports.

The number of fatalities aboard commuter airplanes dropped to 21 in 1992 from 77 a year earlier.

Large commercial scheduled carriers registered four fatal accidents and 33 fatalities in 1992, compared to the same number of accidents and 49 deaths the year before. The 33 fatalities represent the lowest number of deaths since 1986 when five people died in that category.

There were 74 accidents and 66 fatalities involving U.S. air taxis in 1992, compared to 88 accidents and 73 fatalities the year before, according to the NTSB. The 74 accidents are the fewest involving air taxis since the board began compiling air taxi records in 1975.

Foreign-registered aircraft had six fatal accidents in the United States and nine deaths, while unregistered aircraft in the United States had seven fatal accidents with 10 deaths.

turn to NTSB on page 8

Highlights

Future Pay. Most FAAers and other federal workers are scheduled to get a 2.2% salary increase next year.

Find out more about future pay prospects in the February issue of *FAA World*.

Unapproved Parts. Last year, the DOT Inspector General's number one nationwide investigative priority was the burgeoning problem of "suspected unapproved parts."

In just one year, the DOT's number of unapproved parts cases grew from about 40 to more than 279. The Inspector General's latest report to Congress, which covers the six months through September 30, says the unapproved aviation part caseload "grows every week."

To combat the problem, the Inspector General's office launched a five-pronged program. It worked with the

turn to Highlights on page 2

Highlights *from page 1*

FAA to come up with a more effective system for the industry to report unapproved parts to the FAA and for the FAA to forward the information to the DOT for criminal investigation.

FAA is working with industry on a three-pronged plan to assure availability of approved parts.

Seminars on how to clearly identify unapproved parts are held for FAAers and industry members. FAA and industry are also working together to develop new policy and advisory material to clarify the identification of unapproved parts.

In the past three years, reports to the FAA of suspected unapproved parts have skyrocketed by 1,600%.

Voice Switching. The first voice switching and control system (VSCS) has been delivered to the FAA Technical Center, Atlantic City, NJ, by the Harris Corporation.

The system, which will be permanently located at the center, will serve as the baseline for future software and hardware upgrades.

Operational testing and evaluation of the VSCS by air traffic controllers is expected to be completed in July.

Harris is building the system under a \$1.6 billion contract. It is to be delivered to 22 air route traffic control centers and three other FAA facilities over the next four years. The first operational system will be installed at Seattle in early 1994.

The system is expected to provide communications to control commercial, military and private air traffic into the next century. It facilitates air-to-ground and ground-to-air communications between air traffic controllers and en route aircraft.

Off to Jail. An aviation parts store owner is in jail following action by the DOT to clamp down on unapproved aviation parts. The owner of the now defunct shop pleaded guilty to falsifying airworthiness certificates on criti-

cal jet engine components.

The probe, used as an example of the Inspector General's crackdown in its current report to Congress, showed that the person falsified FAA documents, certifying that combustion liners sold for use in some jet engines were new, when they were actually visibly worn and cracked.

If the faulty components had been installed, they could have caused catastrophic engine fires.

The shop owner received the maximum sentence of 16 months in prison and was fined \$5,000.

At the time of sentencing, the U.S. District Court judge told the defendant: "It occurs to the court you are a person totally without moral conscience."

"You simply acted without regard for the potential effect on the lives of the humans who might be flying the airplanes that contained the parts you falsely certified. The potential risk to lives was severe. There is no justification for your act."

Hurricane History. The agency now has a chronicle of devastating Hurri-



This Tamiami airport hangar was just one of the many casualties of Hurricane Andrew.

cane Andrew—last summer's fierce storm that wreaked havoc on FAA facilities and employees.

The report on Andrew was completed by Office of Public Affairs historians Ned Preston and Terry Kraus. A copy of *In Andrew's Path: A Historical Report on FAA's Response to and Recovery from Hurricane Andrew* can be found in the 9th floor library.

Tickling Machine. How can a job be more fun? Some eight- and nine-

year-old children have ideas. In *The All Better Book*, children gave advice to this observation: "Too many people spend too many of their waking hours at a job they don't love or even like. Give their bosses some suggestions."

The children answered: "Let them have hamsters on their desk," "Let them make mistakes," "Pay double and have a big tickling machine for unhappy workers," and "Listen to the workers and respect them and play rock-and-roll music all day."

Singapore-Bound. Craig Beard has been selected—pending administrative clearance procedures—as director, Asia-Pacific International Area Office in Singapore.

Formerly the director of Aircraft Certification Service, Beard has an extensive background in international aircraft certification activities.

In one of his many FAA assignments, Beard was part of the aircraft certification staff in Brussels.

He recently received the distinguished service award from the Flight Safety Foundation and *Aviation Week* for promoting international harmonization of aircraft certification standards.

Stationed in Singapore, Beard will oversee FAA activities in the Asia-Pacific area. His responsibilities will include countries as far west as Pakistan, as far north as Mongolia, as far west as Polynesia and as far south as New Zealand.

Thomas McSweeney will be acting director, Aircraft Certification Service, replacing Beard. Elizabeth Yoest is acting deputy director for Aircraft Certification, replacing McSweeney.

Crackerjack Record. An Alaskan "bush" airline has received a citation from the FAA for 34 years of safe flying.

Reeve Aleutian flies in parts of the state conceded to have some of the most hazardous weather in the world.

In presenting the High Flyer Award to Richard Reeve, president and son of

the founder of the 61-year old carrier, the FAA credited the airline with meeting the challenges of remote terrain, notorious winds and fast-moving storms.

Since 1958, Reeve has racked up more than 250,000 flight hours, 127,000 arrivals and departures and carried 1.5 million passengers with no accidents involving injury to passengers or crew.

Horse Sense. When Pat Savage isn't working for the Oklahoma City Aeronautical Center, she's figuring out ways to make riding horses easier.

She's come up with a dandy device. Read about Pat's patented grip in the February issue of *FAA World*.

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.

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

Three Weeks, Please Next Deadline is March 2

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 March 16 issue (the approximate date employees get it) is Tuesday, March 2.

Don't Take It Aboard Luggage Leaflet Warns Air Travelers of Hazardous Materials

An FAAer's idea prompted the agency to launch a campaign to warn air travelers not to carry hazardous materials aboard aircraft.

Working with luggage manufacturers, a four-page leaflet—*Tips for Airline Passengers*—is being inserted in all new luggage produced by eight leather goods makers.

Although similar hazardous materials warnings are displayed at airport check in counters, passengers see these warnings after their baggage is packed.

Tom Kenny, Western-Pacific Region's hazardous materials coordinator, independently wrote, designed, printed and distributed a regional leaflet on the subject in 1990.

"The leaflet was a way to alert the public before they got to the airport," said Kenny.

Copies of the leaflet were sent to Headquarters where they were reviewed and refined. The Office of Public Affairs then approached the Luggage and Leather Goods Manufacturers Association of America, who agreed to place it in their luggage before shipping to sales outlets.

During 1991 there were 28 undeclared shipments of hazardous materials by airline passengers—23 in checked baggage and five in carry-on luggage.

By leaving the leaflet in their luggage, passengers will have a reference to use whenever they have doubts concerning the safety of any item they plan to pack.

Many common items from the home, workshop or garage—because of their physical or chemical properties—can pose a danger when transported. These include corrosive materials, aerosols

containing flammable material, safety or "strike-anywhere" matches, flammable paint, paint-related material, and infectious substances.

The leaflet lists hazardous materials and warns that violators may be subject to a civil penalty of up to \$25,000 for each violation and, in appropriate cases, a criminal penalty.

The leaflet may be reproduced and distributed without charge and without charge. A copy is being mailed to each DOT employee this month.

Additional single copies may be ordered by writing to the Department of Transportation, M-433.2, Washington, DC 20590. Bulk copies may be obtained from Headquarters and regional Civil Aviation Security offices.

FAAers with further suggestions about the leaflet's distribution, should call the Community and Consumer Liaison Division, (202) 267-3481.

Hazardous Material?

Tips

For Airline Passengers

Please see inside to learn about material that can - and cannot - be safely carried on an airplane.

Keep this reference in your luggage for future use.

This leaflet is being stuffed in millions of pieces of newly-manufactured luggage and warns airline passengers not to take hazardous materials on their flights.

Headquarters Intercom

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Michael A. Malden
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Catch Up Time

Black History Celebration Not Just for Blacks

Carl Schellenberg is catching up on history—African American history. And he urges FAAers to do the same thing.

Schellenberg, Western-Pacific Regional Administrator who is currently acting Executive Director for System Operations, helped celebrate Black History Month.

During a February 4 kickoff ceremony at Headquarters, Schellenberg recalled his school days when it was hard to find African Americans men-

tioned in textbooks.

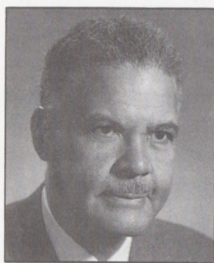
"In many cases, black Americans were simply left out of the American history books all together. So in a sense we have to go back to school and fill in the gaps and Black History Month gives us an opportunity to do that."

He told FAAers that the country "owes a special debt of gratitude" to black colleges and universities for recording the achievements of African Americans and providing blacks with

the "opportunity to get an education and keep hope alive."

Observing Black History Month is more just about setting the record straight, Schellenberg said.

"It celebrates the nation's diversity. It underscores the point once again that Black History Month is not just for blacks. It is for all of us. It provides all of us a great opportunity to expand our knowledge and learn to appreciate one another better," he said.



Racism on the Rise

'It's Up to Us to Change That,' Davis Urges

Ramrod straight, despite his 80 years, and a portrait of dignity and command, retired Air Force Lt. General Benjamin O. Davis, Jr. told a jammed-packed FAA auditorium recently that racism and bigotry have increased over the last 10 years in the country and "it's up to us to change that."

Noting that "racists and bigots are not born that way," he pointed to President Clinton's call for change and his belief that "there is nothing wrong with America that cannot be cured by what is right with America" as a renewed opportunity to begin turning things around. However, Davis cautioned, for the immediate future he sees "more of the same."

Davis was the major speaker in a program that kicked off Black History Month activities at FAA Headquarters

for February. He provided a unique perspective on "Blacks in America—Past, Present and Future," drawing on his own military experience at bases such as Ft. Benning, GA, Tuskegee Army Air Field, and the U.S. Military Academy where he graduated in 1936.

Davis said he trained black soldiers who were not allowed to serve other than as "servants to white officers." The conventional wisdom at the time in the military was that black soldiers lacked courage and were not fit for active duty.

Prejudice existed, he said, despite ample historical evidence to the contrary. He noted, for example, that 5,000 black soldiers served in the Revolutionary War and 6% of the black male community signed up to serve in the War of 1812, a greater percentage than whites. In addition, 180,000 blacks

soldiers served in the Civil War, 33,000 of whom lost their lives. Davis said that Native Americans were quick to note the fighting ability of the blacks, dubbing them "Buffalo Soldiers" because they fought like "wounded buffaloes."

Alluding to similar prejudice problems going on in the military today, Davis nonetheless said that as far as race relations go, the military is "far superior" to civilian life and the "armed forces represent a good example" of the kind of improvement that can be made.

Davis was the first Tuskegee Airman to earn wings at Tuskegee Army Air Field and the first black general in the Air Force.

After his retirement from the Air Force in 1970, he was appointed assistant secretary in charge of civil aviation security for the DOT.



Not Just Kid's Stuff

A Black Woman's Advice to Young and Old

When Sandy Campbell was growing up in the South, she remembered her mother saying: "Bend the sappling when it's young and when it's old it won't stray away from you."

That's good advice today, Campbell told a group attending the DOT kickoff of Black History Month, because the quality of the nation's future depends on how Americans raise their children.

Campbell, the first black woman to head a regional public affairs office, remembers her "good old-fashioned Southern upbringing when the Golden Rule was a staple in our house."

Campbell recalls that she was made to feel special.

"I got lots of lap time, hugs and attention. I was taught that my self-worth depended on what was inside my head and heart and not in my possessions.

"I was told that my living would not be worthwhile if I didn't spend every day trying to help somebody and learning something new," Campbell said.

Her parents also instilled in her not to expect to get everything she wanted, strive to be the best she could be, not to fear failure and to be proud of her roots.

Whenever Campbell became discouraged, her mother would recite a poem. Here are a few lines: "When that fish ain't on your line, bait your hook and keep on trying. Just keep a'goin."

She also told the group that she strongly believes in the 25 lessons for life that Marian Wright Edelman writes about in her book, *The Measure of Our Children*.

Campbell paraphrased Edelman's "letter to my children and yours" for the audience.

→ There is no free lunch. Don't feel entitled to anything you don't sweat and struggle for.

→ Set goals and work quietly and systematically toward them. Try to resist quick-fix, simplistic answers and easy gains which often disappear as quickly as they come.

→ Assign things to yourself. Don't wait around for the boss, co-worker or spouse to direct you to do what you can figure out for yourself. Hard work, initiative and persistence are still the non-magic carpets to success.

→ Never work for just money and power.

→ Don't be afraid of taking risks or being criticized. An anonymous sage said: "If you don't want to be criticized, don't say anything, do anything or be anything."

→ Take parenting and family life seriously. Insist that those you work for and represent take it seriously, too.

→ Remember that your wife is not your mother or your maid, but your partner and friend. Raise your sons to be fair to your own and other people's daughters and to share—not just help—with parenting and household responsibilities.

→ Forming families is serious business. It requires a measure of thoughtful planning, economic stability and commitment.

→ Be honest. Struggle to live by what you say and preach. Call things by their right names and be moral examples for your children.

→ Remember and help America remember that the fellowship of human beings is more important than the fellowship of race, class and gender in a democratic society.

→ Don't confuse style with substance. Don't confuse political charm or rhetoric with decency or sound policy.

→ Never give up. Never think life

is not worth living.

→ Be confident that you can make a difference. Try to take each day and each task as it comes, breaking them down into manageable pieces.

→ Don't ever stop learning and improving your mind or you will be left behind.

→ Don't be afraid of hard work or of teaching your children to work hard.

→ Slow down and live. A job done too hurriedly is never done well.

→ Choose your friends carefully.

→ Be a can-do, will-try person.

Focus on what you have and not on what you don't have, what you can do rather than on what you cannot do.

→ Try to live in the present. Don't carry around unnecessary burdens from a yesterday you will not live again or a tomorrow that is not guaranteed.

→ Use your political and economic power for the community and others less fortunate.

→ Listen for the *sound of genuine* in yourself and others. Meditate and learn to be alone without being lonely.

→ You are in charge of your own attitude. The only person you can control is yourself.

→ Remember your roots, your history and your forebearers shoulders on which you stand.

→ Be reliable, faithful and finish what you start.

→ Always remember that you are never alone.

Noisy Accolades

38 FAAers Praised for 'Tenacious Professionalism'

Thirty-eight FAAers involved in the controversial jet aircraft noise studies over New Jersey, New York and Connecticut, heard some top level noise themselves.

But this time it was rumblings of praise from former Deputy Administrator Barry Harris.

In one of his last acts before leaving the agency, Harris recognized the efforts of FAAers who worked on the environmental impact aspects

of aircraft patterns in the Expanded East Coast Plan and the three-state Aircraft Noise Mitigation Review, which was recently sent to Congress.

Harris thanked the FAAers for their "unwavering professionalism" and "personal dignity" in tackling an issue fraught with "intense public and political pressure."

The agency employees received commendation plaques and letters.

Those honored for their work on the Environmental Impact

Statement were:

Miles Bennett

Saralee Botteler

Harry Breimann

Tom Conner

Richard Danforth

Daphne Fuller

Ernestine Gatewood-Smith

Peggy Gilligan

Anthony Jennings

John Kies

Linda Lewis

Louise Maillert

Dale McDaniel

Nobby Owens

John Paeper

Ken Quinn

Chuck Reavis

Howard Segal

Jerome Schwartz

Paul Steucke

Barbara Tauben

Edward Trudeau

Deborah Wilson

Brenda Yager

Those praised for work on the Airport Noise Mitigation

Review were:

Karl Anderson

Tom Bock

Stephanie Burzon

Charles Burwick

Stuart Cohen

Aimee Fisher

Ernestine Gatewood-Smith

Wrensey Gill

Rosalind Halpren

John Kies

William Morse

Duncan Pardue

Donald Perry

Theresa Randolph

Paul Steucke

John Walker

William Wallis

Solving Problems

Counselors Are There to Help

No problem is ever too small.

If a problem is significant enough to cause concern, it is worth a call to an Employee Assistance Program (EAP) counselor.

When unsure if a problem is appropriate for EAP consultation, employees can ask to speak to a counselor on the telephone. It can then be determined whether an appointment is advisable.

For more information, or to schedule an appointment, contact Headquarters EAP Manager Kim Brams, x73945, room 327 in the clinic, or Personal Performance Consultants, 1-800-234-1EAP.

Guiding Others

EEO Counselors and Investigators Sought

The Office of Civil Rights is now accepting applications for equal employment opportunity counselors and investigators.

A counselor is part of the FAA's pre-complaint process and an investigator is involved in the formal discrimination complaint process.

The duties of both positions are collateral.

Complete vacancy announcement packages can be picked up in Civil Rights, room 900W.

The announcements—which are numbered 3-ACR-92-EEO 1 and 2—will remain open until further notice.

For more information, call Tina Stephens, ACR-9, x73253.

Building Bulletin Board

Smoking Update. Smoking receptacles on the C Street side of Headquarters will be moved in the near future to a southeast location on the same side of the building.

This is in response to concerns expressed about exposing the DOT day care center children to second-hand smoke when in the playground.

The building management staff reminds all employees to use the newly-placed receptacles and avoid smoking near the playground.

The General Services Administration will soon issue new regulations on the current smoking policy in the federal workplace.

FAAers will be promptly notified of any changes.

U.S. SAVINGS BONDS



The Great American Investment

Flightplan

General Aviation. The 3rd Annual FAA General Aviation Forecast Conference will be held at the Hyatt Regency Orlando at the airport. The two-day event on March 11 and 12 features FAA and industry speakers. The luncheon speaker on March 11 is E. Glenn Parr, general counsel, Piper Aircraft Corporation. His remarks will focus on legislative and administrative issues impacting general aviation growth.

For more information, contact Lorraine Iritano, x78388.

Software Engineering. The Software Engineering Specialty Group, ASE-600, will be sponsoring a software customer group meeting on *Tuesday, March 9*, from 9 to 11 a.m., at the World Trade building, 400 Virginia Avenue, SW, Washington, DC. It will be in conference room 752.

Topics of discussion include a dialogue on life cycle issues and feedback on customer needs analysis.

All FAAers are invited to attend.

For more information, call Kirk Kassebaum, (703) 845-7187.

FAA Remembers

FAA's First Administrator Elwood 'Pete' Quesada Dies

Elwood R. "Pete" Quesada, 88, the FAA's first Administrator, died February 9 in a Florida hospital after suffering a heart attack.

He served a FAA's top official from November 1, 1958 to January 20, 1961.

An aviation pioneer, Quesada's career was highlighted by record-setting endurance flights in the 1920s, delivering air mail in the 1930s, commanding World War II units and heading the team that conducted the first hydrogen bomb experiment in the 1940s.

Quesada was commissioned in what was the Army Air Corps in



Elwood Quesada

January 1927 and retired from active duty in 1951 as an Air Force lieutenant general.

After leaving the FAA, he was president of a company that owned the second Washington Senators baseball team. From 1963 until retiring in 1977, he was president

of a firm that developed L'Enfant Plaza. He was also board chairman of the Pennsylvania Avenue Development Corporation from 1973 to 1978.

Survivors include his wife, two sons, two stepdaughters and five grandchildren.

New Officers

Employee Participation Group Holds Special Election

The Headquarters Employee Participation Group (EPG) has new officers, after holding a special election the beginning of the year.

Bob Cripe remains the organization's chairperson.

Ralph Randall and Bruce Henry are new vice-chairs, replacing Clint Cottrell who was recently named Allegheny tower manager.

As a quality assurance specialist, Randall supported the employee participation teams—known as quality circles—of various NAS equipment manufacturers. He is currently an FAA facilitator.

Henry, of the Office of Air Traffic Program Management, served as the president of the National Association of Air Traffic Specialists for eight years.

Pati Otey, of the Office of Air Traffic System Management, is the group's secretary. Prior to her EPG post, she served as the secretary for the Air Traffic Employee Participation Group.

Cottrell was recently presented with

a special recognition plaque from the Headquarters group, expressing its appreciation for his "outstanding support and contributions to the organization."

"Clint served the EPG most effectively—he will be sorely missed," said Cripe.



The Headquarters Employee Participation Group officers are, standing, left to right, Vice-Chair Bruce Henry, Chair Bob Cripe, and, seated, Secretary Pati Otey and Vice-Chair Ralph Randall.

New officers will be elected in May.

The group encourages Headquarters employees to join its monthly meetings, which are normally held the second Thursday of each month.

Employees interested in joining the EPG, or wanting more information, can call Cripe, x78211, Randall, x78903, or Henry, x79216.

People

Heartfelt Thanks. Edith Egypt, a secretary in Policy, Planning, and International Aviation, is back at work after having ankle surgery in October.

Egypt, who was an eligible candidate in the agency's leave donor program, said she sincerely thanks FAAers who contributed leave during her recovery.

She also thanks members of the Headquarters National Black Coalition of Federal Aviation Employees for their donations during the holiday season.

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, March 2*, 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, March 11*, in the MOC Room.

All FAAers are welcome and invited to get acquainted with HEPG members.

For more information, contact Bob Cripe, x78211, Ralph Randall, x78903, or Bruce Henry, x79216.

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 Head-

quarters 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, March 11*.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and bring a guest.

Contact Henry Butler, x79388.

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, March 2*, and *Tuesday, March 16*, in FAA conference room 8ABC.

The group is hosting its annual speech and table topics contests during the March 16 meeting at 11:45 a.m.

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.

Quality 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, March 2*, in conference room 8ABC.

The meetings provide a forum for employees working with, or interested

in, quality initiatives.

FAAers interested in learning more about the quality movement are welcome to come to attend.

For more information Contact Ted Criswell, x77925, or Lessie Dorse, x77447.

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.

NTSB from page 1

According to figures supplied to the NTSB by the FAA, U.S. air carriers flew a record 4.74 billion scheduled miles last year, an increase of more than 173 million miles from 1991.

The FAA reports that there were approximately 7.6 million scheduled departures by air carriers in 1992, a slight increase of about 1% over 1991 departures, and a record 11.6 million hours flown.

Commuter air carriers flew an estimated 408 million miles and had approximately 2.9 million departures in 1992, up from 381 million miles flown and a little more than 2.7 million departures in 1991.

Aircraft flying in the United States logged approximately 43.8 million hours in 1992, FAA reported.

Job Ratings

It's Employee Appraisal Time Again

The Performance Management System employee appraisal cycle ends on *Wednesday, March 31*.

Headquarters managers and supervisors are reminded that completed appraisals must be submitted to the Employee Relations Branch, AHR-140, by May 14.

The appraisal system covers General Schedule and Prevailing Rate employees.

There may be a few instances when an employee's rating must be

extended. If so, the rating may not be extended past June 29 and the completed appraisal must be submitted to AHR-140 by July 6.

As a reminder, an employee's position as of March 31 is the position in which he or she should be rated.

Also, an employee must be in a GS position on March 31 to be eligible for a performance award.

Contact Phyllis Burbank, x73878, for more information.



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

Headquarters Intercom



Treacherous Time

An aircraft's final approach and landing at an airport can be a treacherous time. That's what statistics show. Over the past three decades, about one-third of fatal jet transport accidents worldwide have occurred during final approach. The March issue of FAA World zeroes in on many—often unpredictable—factors that influence pilots during the last few minutes of a flight. The article, entitled "Safe Landings," is geared to pilots and controllers.

Staying Number 1

New Panel Aims to Strengthen Aviation Industry

Calling it a vital step toward preserving America's global aviation leadership and the hundreds of thousands of jobs that hang in the balance, DOT Secretary Federico Peña and congressional leaders are pushing a 15-member national commission to find ways to strengthen the aviation industry.

Legislation creating a National Commission to Ensure a Strong Competitive Airline Industry was introduced on February 16. The President, the

House and the Senate would each appoint five voting members to represent a broad cross section of the aviation industry.

The commission's task is to assess the financial condition and future of the airline industry and the state of the U.S. aircraft manufacturing industry. The commission has 90 days to complete its work and make recommendations to the President and Congress.

turn to Global Leadership on page 4

Highlights

Bad Memories. Gay bashings bring back bad memories of black beatings in the 1960s, says an African American FAAer. Details on page 4.

Perks, Please. After getting off a hijacked plane in New York, one of the passengers from the Lufthansa flight asked an airline official for frequent flyer mileage credit for the unscheduled transatlantic trip. Lufthansa agreed, reports *Aviation Daily*. The plane was hijacked on February 11 during a flight to Cairo from Frankfurt.

Niagara Falls Airspace. The FAA is holding a public meeting on March 9 in Niagara Falls zeroing in on the agency's plan to implement permanent special flight rules in the area.

The meeting is scheduled for 7 p.m. at the Niagara Falls City Hall, 745 Main Street.

The area attracts millions of sightseers annually and the small airspace surrounding the scenic falls is frequently congested with air traffic.

Last September, a fatal accident occurred when two sightseeing helicopters collided over the falls.

The FAA is also soliciting written comments, which are due April 5.

Metrocheck Reminder. Metrochecks will be issued at FAA Headquarters, room 531A, March 8 through 12, from 9 a.m. to 3 p.m.

To speed up the process, employees should have their identification cards ready. New applicants and existing participants, who have changed their office or address, must complete the

turn to Highlights on page 2

Purchasing Power

Agency Issues New Acquisition Manuals

The agency has started issuing a new series of acquisition-related manuals.

Called the *Federal Aviation Acquisition Manual*, the publication aims to consolidate and update current FAA acquisition guidance.

Each issuance—known as a FAAM—contains acquisition procedural and policy guidance and has the same effect as an FAA order.

Existing orders on topics addressed by FAAMs will be cancelled later.

They are being issued by the Associate Administrator for Contracting and Quality Assurance and the Executive Director for Acquisition Policy and Oversight.

Acquisition areas covered by current FAAM issuances include:

- Other than full and open competition acquisitions.
- Use of credit cards for small purchases.
- Procurement integrity certifications.

Once access has been gained, dialing 001 allows employees to dial any number within the DOT complex. For a more detailed explanation of the service, refer to page 25 of the VMX quick reference guide.

The voice mail toll-free number provides an alternative for employees who don't have an FTS 2000 telephone credit card.

For more information, call Edey Stewart, AAF-51, x77944.

Helping Hine. Headquarters FAAers contributed \$600 to Washington's Hine Junior High School.

The money helped outfit the school's marching band, the Panthers, for its trek down Pennsylvania Avenue during



The Panthers—Hine Junior High School's band—prepare to march down Pennsylvania Avenue during the Presidential Inaugural Parade.

ing the Presidential Inaugural Parade. Hine is the "adopted" school of the DOT and FAA volunteer committees.

➤ Audit services for contracting offices.

➤ Delegation of contracting office authority.

➤ FAA acquisition career development program.

➤ Headquarters implementation of government-wide commercial credit card program.

Issuances currently being processed are:

➤ Control and monitoring of advisory and assistance services.

➤ Preparation, approval and processing of procurement requests.

➤ Development and control of internal planning documents and procurement-sensitive information.

➤ Federal aviation acquisition manual.

➤ Blanket purchase agreements.

➤ Nationally furnished project material (Headquarters and Aeronautical Center).

➤ Award fee procedures.

➤ Interagency actions.

➤ Source evaluation board procedures.

➤ Mandatory training for technical personnel and members of source evaluation boards.

➤ Notification of contract awards to Public Affairs.

➤ Multiyear contracting.

➤ Issuance of draft solicitations.

➤ Solicitation mailing lists.

➤ Imprest funds.

➤ Organizational conflicts of interest.

➤ Ratifications.

Future issuances will address the following topics:

➤ Numbering of procurement documents.

➤ Screening procurement requests for "set-asides."

➤ Subcontracting plan review.

➤ Acquisition of printing.

➤ Past performance evaluation.

➤ Procurement lead times.

➤ Federal contract towers.

➤ Unsolicited proposals.

For more information, contact Dorothy Sirk, x77895, or Malcolm Stephens, x78429, in the Procurement Management Branch, ASU-130.

Highlights *from page 1*

application for transit benefit, DOT F 1700.18A, before getting in line.

Forms are available in room 537.

Employees are reminded to pick up their farecards alphabetically, according to their last names, following this schedule:

A through E — Monday

F through K — Tuesday

L through R — Wednesday

S through Z — Thursday

A through Z — Friday

Employees who are unable to pick up their fare benefit at Headquarters, can do it at the Nassif building on Thursday and Friday of the first full week of every month. The last full week of the month is also designated for fare pick-up at Nassif.

For more information, call Oswald Barham, (202) 267-8994.

Toll-Free Voice Mail. Did you know that FAA's voice mail service has an 800 number?

The toll-free number can be used by employees while on travel status or simply outside the local calling area.

To call an office in the Headquarters building, dial 800-842-8736. To reach someone in the Nassif building, use 800-842-8745. In the Transpoint building, the number is 800-842-8740.

Hotline Tips

Time Card, Phone Violators Pay Back Uncle Sam

Several FAAers forfeited pay and reimbursed Uncle Sam for travel and telephone abuses following complaints to the DOT Inspector General's hotline.

One investigation prompted an FAAer to retire.

The Inspector General's current report to Congress, which outlines its work during a six-month period last year, shows that it received 233 telephone calls, letters and walk-in complaints.

Here are some of the actions, outlined in the report, taken against FAAers:

➔ **Phone Bills Nosedive.** Phone bills at an FAA facility dropped after the agency stepped in to rectify a hotline complaint. FAAers were allegedly making personal long-distance calls on government phones.

To stop the problem, the facility now requires employees to keep telephone call logs. All employees also received a written notice spelling out the telephone policy.

The Inspector General's report noted a "dramatic" drop in telephone

bills after the memo was issued.

➔ **Long Lunches.** Hotline tips prompted investigations into FAA employees who allegedly took long lunch hours and unnecessary travel, took leave and did not report it, falsified travel vouchers, and did not use the least costly means of transportation.

One FAAer received a written reprimand and the employee's leave record was corrected. Another employee retired to avoid facing disciplinary action. And another FAAer was suspended for five days and salary for 58 hours of unreported leave was deducted from the employee's paycheck.

➔ **Fly Now, Pay Later.** A hotline complaint that an FAA employee used bonus frequent flyer mileage accrued on government travel for personal use by a family member was substantiated by the Inspector General.

Following an FAA investigation, the employee admitted to improper use of frequent flier mileage received through official travel and reimbursed the government for the flight.

Reporting Fraud

Call DOT Inspector General's Hotline

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

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

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

To report workplace fraud and abuse, FAAers can call the DOT Inspector General's hotline.

The local number is (202) 366-1461. The toll free number is (800) 424-9071.

Information can also be sent to:

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

New Officers

Federal Women's Program Holds Annual Election

Following a recent election, the Headquarters Federal Women's Program Committee has new officers for 1993.

Sheri Edgett Baron remains the organization's president. Naomi Bryant is vice president.

Other elected officers are Mary Jo Blount, secretary; Donna Baldwin, assistant secretary, and Doretha Robinson, treasurer.

Board members include Dorothy Berry and John Ogden.

Loretta McNeir and Pat Tomasetti are serving as alternate board members.

At a Headquarters ceremony, com-



Sheri Edgett Baron

mittee members were recently recognized for contributions to their organization during 1992.

Assistant Administrator for Civil Rights Leon Watkins presented certificates and letters to the following FWPC members: Marcia Adams, Diane

Ables, Donna Baldwin, Sheri Edgett Baron, Mary Jo Blount, Naomi Bryant, Carmen Carrion, Lynda Griffin, Pat Haynes, Marion Isaac, Loretta McNeir, Carolyn McVickers, Cynthia Moore, John Ogden, Helen Penn, Doretha Robinson, Tina Stephens, Dianne Speed and Laura Waters.

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Diane Spitaliere
Editor

Michael A. Malden
Art Director

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(202) 267-7311

People

Heart Fund. Five-year old Ross Fuller, son of Aviation Safety Inspector Ralph Fuller, needs open heart surgery to correct birth defects.

To help defray the medical costs for the Atlanta Manufacturing Inspection Satellite Office (MIDO) FAAer, the Ross Fuller Fund has been established.

Young Fuller is scheduled to have the surgery at the Boston Children's Hospital. He has already undergone two similar operations.

Donations may be sent to the Ross Fuller Fund, account number 257-77-0654-00, c/o FAA Federal Credit Union, P.O. Box 1509, Fayetteville, GA 30214-6509.

For more information, contact Jim Reeves or Laura Erdman at the Atlanta MIDO, (404) 996-6531.

Global Leadership

from page 1

"The U.S. aviation industry is a barometer of the health of the American economy and a benchmark for our global competitiveness," said Peña during a press conference on Capitol Hill.

"Now these indicators are flashing alarm signs—U.S. airlines have lost a staggering \$8 billion over the last three years, airframe makers have seen their order backlogs shrink, and tens of thousands of American workers have lost their jobs."

Peña said his discussions with members of Congress, aviation industry leaders, employees, and consumers "underscored the need for a short-term, intensive strategy to stabilize and fortify the U.S. aviation sector."

"Diagnosing what ails the aviation industry is the first step toward prescribing ways to help it recover. This commission will do both quickly," Peña said.

Today's Bigots

Gay Bashings Bring Back Bad Memories of Black Beatings of the 1960s

FAA's first African American woman to hold a high-level public affairs job says gay bashings bring back bad memories.

Sandy Campbell, who was the keynote speaker at a DOT Black History Month event, said a recent beating in North Carolina reminded her of what happened to blacks during the 1960s.

Three marines from Camp Lejeune, according to police, showed no remorse for attacking a gay man. The beating, police said, was apparently prompted by President Clinton's push to remove the ban on homosexuals in the military.

Campbell said gay bashings bring back memories of the volatile 1960s when fire hoses were routinely turned on peaceful black demonstrators and four small black girls were killed during a 1963 Birmingham church bombing.

"Like our gay and lesbian brothers and sisters, until the mid-1940s, blacks too were banned from military service," Campbell said, because many people feared that "Negroes would destroy the military, were not smart

enough to serve and would revolt against their country."

But today, Campbell emphasized, "look what strength our country has gained because we are included rather than excluded. Together we are helping to change the world, making it a better place, feeding the starving in Somalia and staving off tyrants like Saddam Hussein."

Campbell, whose husband is currently in the military, is the public affairs officer for FAA's Central Region. She said that despite the homosexual ban, gays and lesbians have been serving in the military for years "just as blacks fought for this country long before it became legal or fashionable."

She told the group, "Differences don't matter. In fact, it is our differences that make us stronger, not weaker. Change is growth."

She quoted Dr. Martin Luther King, who once said: "We can either live together as brothers or perish together as fools."

Defining Personal Problems

EAP Outlines Everyday Difficulties

A personal problem is anything that bothers an individual, according to the Employee Assistance Program. It may not be enough to disrupt one's life, they say, but it can change the management of daily activities.

Sometimes problems only involve one person. Other times, family, friends or coworkers are involved.

FAA's Employee Assistance Program is there to help. It provides confidential, professional and prepaid assistance to employees, family members and recent retirees.

At one time or another, everyone faces personal problems.

Here are some examples of the most commonly-faced difficulties in life:

- Making life decisions
- Budgeting money
- Managing time
- Balancing family and career
- Conflicts on the job or at home
- Adjusting to change
- Feelings of loneliness
- Drug and alcohol use
- Family relationships
- Career decisions
- Grieving the loss of a loved one
- Holiday blues
- Caring for the elderly

For more information, or to schedule an appointment, contact Headquarters EAP Manager Kim Brams, x73945, room 327 in the clinic, or Personal Performance Consultants, 1-800-234-1EAP.



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

Headquarters Intercom

Airport Money

DOT Asks for \$250 Million Boost in Aviation Grants

To spur the economy, the DOT is asking Congress to fund an additional \$4.16 billion in transportation infrastructure improvements—including an extra \$250 million for airports.

Adding \$250 million to the Airport Improvement Program would increase the authorized level to \$2.05 billion and finance such projects as runway extensions, reconstruction and equipment.

The total \$4 billion-plus short-term package would support an estimated 70,000 jobs in fiscal years 1993 and 1994.

The DOT has also outlined proposed transportation investments for fiscal years 1994 through 1997, which will

turn to Airport Money on page 3

EEO's Best

30 FAAers to Receive Administrator's Awards

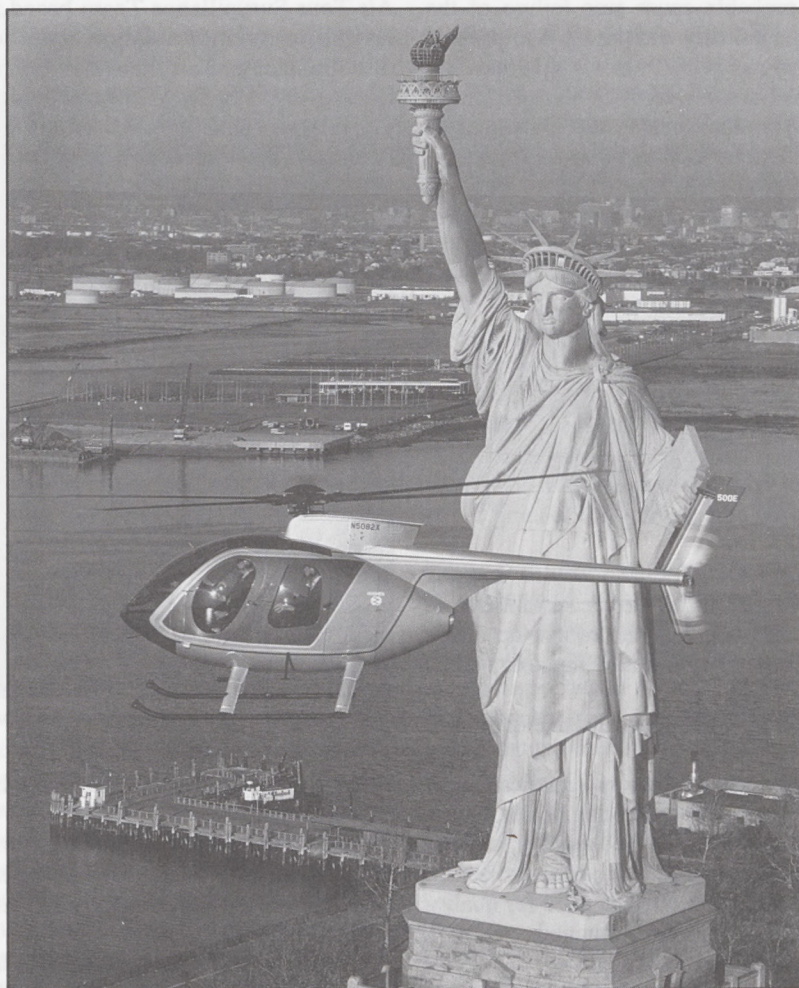
Thirty of FAA's top equal employment opportunity performers will receive special awards later this month at a Headquarters ceremony.

Recipients of the 16th Annual Administrator's Awards for Excellence in Equal Employment Opportunity will receive honors from acting Administrator Joe Del Balzo on March 16.

Earlier this year, a Headquarters selection panel reviewed the accomplishments of 94 nominees from throughout the agency and narrowed the field to 30.

This is the agency's highest award given for EEO accomplishments.

The winners will be announced during a ceremony in the third-floor auditorium at 9 a.m.



The current issue of FAA Aviation Safety Journal zeroes in on helicopter safety.

Helicopter Highlights

Whirlybirds Wrap Up 20 Years of Safety Gains

In a series of articles, the current issue of *FAA Aviation Safety Journal* highlights helicopters, their improving safety record and how to boost safety even more.

The publication's lead item focuses on current helicopter safety issues. Its author, Frank Jensen, president of Helicopter Association International,

turn to Helicopter Safety on page 7

Highlights

Frozen Wings. Ice on the wings of USAir Flight 405 caused it to crash at LaGuardia Airport last March, reports the National Transportation Safety Board.

Twenty-seven of the 51 people aboard the Fokker-28 were killed when it plunged into the water while attempting take-off.

According to the board's conclusions, the probable cause was failure of the airline industry and the FAA to provide flightcrews with proper guidelines and procedures dealing with wing de-icing.

After the accident, the FAA held an international conference on ground de-icing.

Late last year, the agency issued new, comprehensive regulations requiring airlines to develop FAA-approved ground de-icing programs.

The board also said that the flightcrew's attempts to take off at too slow a speed contributed to the accident.

The board recommended that FAA require flight crewmembers and appropriate ground personnel to receive specific periodic training on de-icing.

Runner-Up. Eileen Taylor, Indiana Airway Facilities Sector administrative officer, placed second runner-up in the Mrs. America Pageant, competing against 51 contestants.

Taylor was named Mrs. Indiana last year.

The pageant honors American married women by promoting health, physical fitness, intelligence, beauty, and the winning contestant's favorite project.

Taylor promotes the need for quality education for disadvantaged youths, a long-time project of hers.

She stresses academic achievement and athletic fun, both of which can lead to educational scholarships.

Executive Exodus. It is estimated that 40% of top federal career executives will be able to retire in the next 10 months, reports *The Washington Post*.

The group consists of executives who are 55 years old and older. They have annual salaries in the \$92,900 to \$115,700 range, are mostly white males

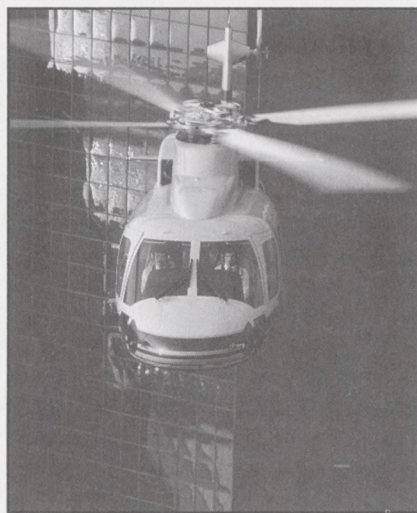
and work in the Washington, DC, area.

The reason for the predicted executive exodus, *The Post* says, stems from the large pay raise given federal executives during the last administration.

The pay boost will cause pension values for the executives—based on their high-three year average salary—to jump dramatically in 1994.

Eye on Hawaii. The FAA has a new Air Tour Surveillance Team based in Hawaii to monitor aviation activities of helicopter and airplane tour operations.

The three-person team—two safety inspectors and a supervisor—are based



Hawaiian helicopter tour operators are monitored by an FAA air tour surveillance team.

at the Honolulu Flight Standards District Office.

They are responsible for monitoring the state's air tour industry, pursuing ways to resolve noise complaints and other safety concerns.

The team will also sponsor educational meetings and special surveillance projects to boost pilot awareness and compliance with aviation programs and regulations.

Last June a similar team was set up to monitor airborne sightseeing in the Grand Canyon.

Black Military Update. The article in the March 2 *Intercom* entitled "Today's Bigots" needs clarification.

The story said blacks were banned

from the military until the 1940s.

It should have said they were *banned from serving with whites* until President Truman ordered integration of the military.

Until then, African Americans were segregated into all-black units.

Technical Training. Educators from 11 technical colleges nationwide will meet in Oklahoma City March 15-18 to share information about their participation in one of FAA's newest recruitment and training projects.

They represent schools involved in community-based technical training to provide electronics technicians for FAA in "hard-to-fill" areas.

Graduate technicians are candidates for FAA employment in or near their own communities.

The FAA Systems Maintenance Service and the Office of Training and Higher Education jointly developed the program—in cooperation with regional initiatives—and are entering the last months of a two-year program.

The program—given technical support by the FAA Academy—targets geographic areas where FAA needs trained technicians. Agreements are then put in place with local colleges for training.

Students who attain the two-year degree may be hired at the GS-4 level, with fast track to GS-5.

Employee Appraisals. The Performance Management System employee appraisal cycle ends on *Wednesday, March 31*.

Headquarters managers and supervisors are reminded that completed appraisals must be submitted to the Employee Relations Branch, AHR-140, by May 14.

The appraisal system covers General Schedule and Prevailing Rate employees.

There may be a few instances when an employee's rating must be extended. If so, the rating may not be extended past June 29 and the completed appraisal must be submitted to AHR-140 by July 6.

As a reminder, an employee's posi-

tion as of March 31 is the position in which he or she should be rated.

Also, an employee must be in a GS position on March 31 to be eligible for a performance award.

Contact Phyllis Burbank, x73878, for more information.

Accenting Peña. Here's how to properly print the ñ in DOT Secretary Federico Peña's last name in typewritten correspondence.



In all Windows applications, which includes Word for Windows and Word Perfect for Windows, depress the Alt key and at the same time, using the numeric keypad, type 0241 for lower case ñ and 0209 for upper case Ñ.

In all DOS applications, which includes Word Perfect, use the same procedure, but type 0164 for lower case and 0165 for upper.

General Aviation. The 3rd Annual FAA General Aviation Forecast Conference will be held at the Hyatt Regency Orlando at the airport.

The two-day event on March 11 and 12 features FAA and industry speakers. Glenn Parr, general counsel, Piper Aircraft Corporation, is the luncheon speaker on March 11.

For more information, contact Lorraine Iritano, x78388.

**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.

Airport Money *continued from page 1*

support an estimated 186,910 jobs.

"This program provides a balanced approach between getting the economy going right away and taking long-term steps to keep the economy strong for years to come," said DOT Secretary Federico Peña.

The department will fulfill its com-

ing for increased funding of approximately \$14 billion for fiscal years 1994 to 1997, expanding major grant programs, advancing technology and improving aviation systems, according to Peña.

"The increased spending will help reduce the cost of delays caused by



Extending and rebuilding runways is part of DOT's proposal to spur the economy by adding an extra \$250 million to airport grants.

mitment to reduce government spending by cutting civilian employment by 2,800 positions by fiscal 1995 and administrative expenses by 14% by fiscal 1997, Peña said.

The DOT has also proposed that Congress make available additional aid for improvements to highways, mass transit, airports and Amtrak. The new plan will provide funding for projects that are ready to go. The increased funding, therefore, will be available only through September, when the current fiscal year ends. As a further incentive to encourage state and local governments to use these funds quickly, the department will redistribute unused highway and transit funds during the summer to those who can put them to work immediately.

The secretary emphasized that the program will accelerate spending on transportation projects using the established procedures of existing grant programs.

Over the long term, the administration considers transportation a key area for investment in the future by provid-

ing congestion and thereby enhance the movement of goods to market and people to jobs," said Peña. "Investments which improve the efficiency of our transportation system also help control costs borne by many segments of the transportation industry."

Headquarters Intercom

March 9, 1993
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Editor

Michael A. Malden
Art Director

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Education Money

Federal Scholarship Applications Due June 4

The Federal Employee Education and Assistance Fund (FEEA) has unveiled its 1993 educational program for civilian federal and postal employees and their dependent family members.

The scholarship competition and educational loan package targets undergraduate, graduate, and professional level students.

Scholarship applications and student loan brochures can be obtained by sending a self-addressed, stamped envelope to: FEEA, Suite 200, 8441 West Bowles, Littleton, CO, 80123-3245.

➔ **Scholarships.** The scholarship application deadline for the 1993-94 school year is June 4. Awards are made in August in time for the fall term.

Scholarship awards are based on merit and range from \$300 to \$1,200 per student. Minimum requirements are at least three years of federal service and a 3.0 grade point average.

Scholarship applicants may be high school seniors or students continuing their college education.

Selection criteria include academic achievement, community service, a recommendation, and an essay.

This year's essay topic asks the applicants to select a current or former federal employee, living or dead, whom they would choose as their mentor and to explain why.

➔ **Loans.** FEEA's 1993 student loan program has increased loan limits for parents and includes a feature designed to meet the needs of middle income students.

Student loans offer the lowest guaranteed fees and interest rates.

Loan amounts range up to the full cost of education, minus other financial aid. Repayment can often be deferred during the in-school period.

For most FEEA student loans there is no income limit or "needs test." There is no minimum grade point average, length of federal service or dependency requirements for students.

Helping Students

FAAers Tutor Inner-City School Kids, Urge Young People

FAA employees are pitching in to help inner-city kids get a better education.

"As long as our children are in trouble, we're in trouble," says Ronald Turner, an agency employee with the Western-Pacific Region who spearheads a committee that has "adopted" a Los Angeles school located in the middle of last year's riot zone.

More than 30 FAAers are volunteer tutors at the 75th Street Elementary School, a well-manicured and spotlessly clean facility in the middle of urban decay and graffiti-covered buildings in South Central Los Angeles.

The program is similar to many across the country including one at Hine Junior High, a school adopted by DOT and FAA.

FAA tutors have become "instant role models," says Turner. "To students, we are seen as people who are successful outside of their community, but they know we still care about them."

'They can succeed in the system, even though they've been told the system is designed for them to fail.'

Ronald Turner
Western-Pacific Region

Turner, who works in the region's Financial Management and Resources Division, calls fellow employees "cheerleaders" who are "proclaiming loudly" to students that "they can succeed in the system, even though they've been told the system is designed for them to fail."



The volunteer work is a few children are hard to re

FAA tutors help students reading is a very sensitive issue. Students hide their reading. FAA tutors know they need anyone they do not feel co

Since the Western-Pacific Street school last year, employees help and time—often on their own given the school money, pay

During last year's holidays, employees donated more than food to the school.

Long-Distance Learning

More FAAers Take Correspondence Courses

A recent analysis of FAA's correspondence study program shows that 90% of the enrollees are Air Traffic and Airway Facilities FAAers.

It also points out a dramatic increase in employee enrollment.

The study, conducted by the Center for Management Development (CMD), was based on information from course enrollment applications.

Last year, more than 16,000 FAAers signed up for courses, with 13,241 graduating.

"For several years now, there has been a 10 to 15% increase in enrollment each year," said Phyllis Marson, CMD program manager for distance learning.

Other statistics revealed in the study include:

- ➔ 91% of enrollees are non-supervisory.
- ➔ 59% have some college.
- ➔ 21% have a bachelor's degree or higher.
- ➔ 44% are GS-10s through 12s.

The time and attendance requirements, followed by emergency equal opportunity employment

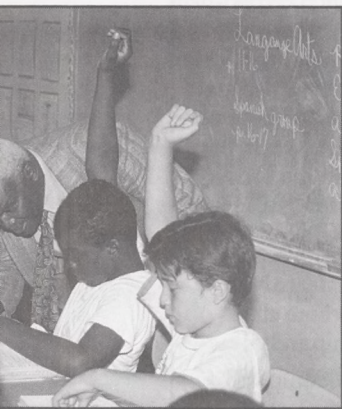
Career development work enrollment.

The study also indicated supervisors—are not only interested but for ready-reference as well

Information revealed in the enrollment, is prompting a new current technology and advanced computer-based instruction under consideration for incorporation

"This is the first time a comprehensive study has been conducted. This information will be invaluable in planning courses and other long-distance

Young People to Succeed



Silton Thomas, one of 30 FAAers helping inner-city kids, tutors students during class at Los Angeles elementary school.

Photo by Carol Long

teer work is a tough job, Turner relates, because a are hard to reach.

s help students in math, spelling and reading. But ry sensitive issue. So sensitive, FAAers say, that some their reading deficiencies and only let their regular ow they need help. "They virtually refuse help from do not feel comfortable with," Turner says.

ern-Pacific Aers got involved with the 75th st year, ees have donated more than their e—often on their days off. They have personally ool money, pencils, paper and even computers. st year's holiday season, regional headquarters onated more than three-quarters of a ton of canned school.

arning nce Courses

nd attendance reports course ranked highest in enroll- ved by emergency readiness, writing improvement and unity employment.

velopment was cited most often as the reason for

also indicated that FAAers—particularly managers and -are not only using correspondence courses for learning, eference as well.

n revealed in the study, coupled with the recent increase in prompting a modernization of the program to better utilize ology and address new customer needs. For example, ed instruction and videoconferencing technology are now ration for incorporation into the program.

first time e program's 20-year existence that a study has onducted," said Marson. "The informa- valuable in planning the future of FAA's correspondence her long-distance learning initiatives."

Those Were the Days



Air travel was a lot different back in 1930 when this photo was taken aboard a trimotor Boeing 80A bound from Chicago to San Francisco. Early-day flight attendants, like this one on a Boeing Air Transport flight, wore nurse-like uniforms aloft. Boeing Air Transport was a predecessor company of United Air Lines.

Smart Business Sense

EAP Eases Employee Problems, Increases Productivity

At FAA, the Employee Assistance Program is smart business sense.

The agency recognizes that personal problems can be equally as debilitating as health problems, according to the EAP. This ultimately impacts work performance.

The program's goal is to reduce agency costs—both humanistic and monetary—associated with personal problems.

Free counseling service by trained psychologists, social workers and counselors are offered to all employees and immediate family members.

In-person consultation can address a wide variety of stressful life situations, such as problems related to relationships, parenting, drug use, and career.

Counselors encourage individuals to seek help in the early stages of a problem, before it becomes too big.

Despite an individual's best efforts, personal problems will inevitably persist.

What may start out as a minor prob-

lem, could progress until it finally engulfs the individual, according to the EAP.

Whether the problem is social, medical, or personal, sometimes it cannot be resolved alone. That's where the EAP comes in—trained professional are there to help.

For more information, or to schedule an appointment, contact Headquarters EAP Manager Kim Brams, x73945, room 327 in the clinic, or Personal Performance Consultants, 1-800-234-1EAP.

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Employee Ethics

New FAAer Advised to Sell Airline Stock

It's a no-no for FAA employees to own airline stock.

That's according to the Office of the Chief Counsel, which recently advised a new agency worker to sell a financial interest in an airline.

Here's what happened.

A supervisor erroneously told a newly-hired employee it was okay for the worker to keep some airline stock for these reasons: The worker had no duties relating to the airlines; the stock was in the employee's son's name; and the stock was bought before the employee joined the FAA.

The worker's supervisor was wrong and the chief counsel's office has advised the employee to sell the stock.

The agency's policy is clear, say FAA's ethics lawyers.

No employee, employee's spouse, or employee's dependent child may have any financial interest in an airline, aircraft manufacturing company or other company predominantly in the business of supplying goods or services to the aviation industry, regardless of the employee's duties.

Direct questions about financial interests to assistant chief counsels in the regions and centers. At Headquarters, contact the senior attorney for ethics, AGC-110, (202) 376-6406.

Employee Rights

New EEO Laws Explained

New equal employment opportunity laws and regulations impacting discrimination complaints were recently explained by Deputy Assistant Administrator for Civil Rights George Gordon at a Headquarters gathering.

The first in a speaker series sponsored by the National Hispanic Coalition of Federal Aviation Employees, the event highlighted some prominent changes in the new rules.

➔ The agency is now required to make reasonable accommodations to employees and job applicants with known physical or mental limitations. The FAA is also required to offer reassignments—at the same grade level and within the same commuting area—to employees who develop physical or mental limitations that prevent them from performing the essential functions of their jobs.

Public Speaking Praise

Speechmasters Club Receives Top Honors

FAA Speechmasters—as part of District 27 Toastmasters—was recently named the “number one district in the world.”

The group received the Toastmasters honor while under the leadership of Elinor Rafferty, formerly of the Office of Aviation Medicine.



Left to right, Educational Vice-President Valerie Kulhanek, former Speechmasters President Elinor Rafferty, current President Lynn Brown, and former Administrative Vice-President Thelma Bagley.

The organization's goal is dynamic leadership.

Rafferty was appointed Toastmasters area governor in July 1992. She held the post until her recent transfer to New England Region, where she is boosting membership and talking up the public speaking organization.

Board members serving under Rafferty were: Ray Kelly, Operational Support Service; Thelma Bagley, Airway Facilities; Henry Felices, Office of Air Traffic Systems Management; Lynn Brown, Aircraft Certification Service; and Valerie Kulhanek, Policy, Planning and International Aviation.

Toastmasters is an international organization designed to improve public speaking skills. They are located in 52 countries and have 70 districts and about 7,500 clubs.

In FAA Headquarters, the current Toastmasters president is Lynn Brown. Board members include: Ray Kelly, educational vice-president; Valerie Kulhanek, public relations vice-president; Paul Alexander, administrative vice-president; Tom Smith, treasurer, Dan Taylor, sergeant-at-arms; and Vanessa Thomas, secretary.

Headquarters FAAers wanting more information about Toastmasters, can call Lynn Brown, x79589, or Valerie Kulhanek, x73318.

➔ Collateral duty equal employment opportunity counselors are now being trained in mediation skills to assist in resolving complaints. In addition, a new process called alternative dispute resolution, allows the use of innovative techniques, such as arbitration, fact-finding, ombudsman and two-tier counseling to resolve complaints during the informal process.

➔ With the passing of the civil rights act of 1991, complainants won the right to file a complaint in district court and receive a trial by their peers. When the decision is in favor of the complainant, he or she may be awarded up to \$300,000 for each issue, in addition to back pay and lawyer's fees. Previously, only back pay and legal fees were generally awarded when a decision was made in favor of the complainant in district court.

Turn to “Controlling Drugs” in *Flightplan* on page 8 for details about the next event in this series.

Helicopter Safety: Wirestrikes and Emergencies from page 1

notes that due to unique maneuvering capabilities, helicopters are often pressed into service to fly under less-than-perfect conditions, such as at night and in adverse weather, or to fly at low altitudes, and to land at dangerous and unimproved sites.

Despite these often difficult conditions, helicopter safety in the United States has dramatically improved over the past 20 years, Jensen says.

The article also discusses the cooperation between government and the private sector on helicopter safety issues.

Here's more of what's in the Volume 2, Number 4 issue:

➔ **Wirestrikes.** An article, "Helicopter Wirestrikes," presents findings from a review of FAA and NTSB wirestrike data.

The data show that more than half the rotary-wing wirestrikes occur in professional operations, especially agricultural operations, but also police, emergency services, and other public use operations.

The article also includes recommendations for improving safety.

➔ **Medical emergencies.** Emergency medical services helicopters have a crash rate twice that of other helicopters. Occupants located in the main cabin area, where patients are carried, have a 4.5 times greater risk of serious injury or death than non-EMS helicopter occupants.

The article, "Emergency Medical Service: Helicopter Crash Safety," examines the possible contributing factors to this situation and makes recommendations to reduce the risk of injury

to helicopter main cabin occupants.

Another article, "A New Source of Compass Error: Magnetic Resonance Imagers," describes how magnetic resonance imagers may interfere with the magnetic compasses and gyroscopes on board emergency helicopters where landing pads at hospitals are located near magnetic resonance imaging equipment.

➔ **Drugs and hurricanes.** Two other articles describe special uses for helicopters. One by the U.S. Customs Service details how helicopters came into use by that agency.

At one time Customs used fixed-wing aircraft, but their landing characteristics often allowed drug smugglers to escape. Now, it has a fleet of helicopters and has racked up many successes in apprehending smugglers.

An article, "Hurricane Andrew Versus Petroleum Helicopters, Inc.," describes helicopter operations during and after Hurricane Andrew in and around the Gulf of Mexico.

What Day Is It?

Understanding 'In Lieu of Holiday'

With the widespread use of alternative work schedules in FAA, the Office of Accounting and the Office of Personnel offer guidance on the sometimes confusing term "in lieu of holiday."

The administrative work week begins on Sunday and ends on Saturday. Most employees have five workdays and two regular days off—commonly referred to as RDOs—each week.

If a federal holiday falls on an FAAer's regularly scheduled day off, the employee is given what is referred to as an "in lieu of holiday." This is the day the employee will observe the holiday or receive holiday pay, if appropriate.

If a holiday falls on the first non-workday in the administrative work week, the *following* workday is considered the holiday. If it falls on any other non-workday, the *preceding* workday would be considered the holiday.

The following scenario is an example of an irregular work schedule.

An air traffic controller works on Sunday, has Monday and Tuesday as RDOs, and works Wednesday through Saturday. If a holiday falls on Monday, the following Wednesday would be the day off "in lieu of the holiday." If a holiday falls on a Tuesday—the second RDO in the week—he or she would take the preceding Sunday off "in lieu of the holiday."

Here's another, more complicated scenario.

An FAAer works a compressed work week. One week has five work days—the same five days cited in the example above—and four days in the second week. The second week has three RDOs instead of two. For example, if the extra RDO in the second week is Thursday and it is a holiday, the day off "in lieu of holiday" would be Wednesday.

Healthbeat

Glucose Screenings. The Headquarters Health Awareness Program is sponsoring glucose screenings on *Wednesday, March 24*, in the clinic, room 327, from 8 to 9:30 a.m.

Screenings are by appointment only. Interested FAAers should contact Nancy O'Kane, x73406.



Arthritis Info. A "brown bag" lunch featuring a lecture on arthritis will be held on *Wednesday, March 31*, in conference room 5B, from 11:30 a.m. to 12:30 p.m.

Guest speaker is Alie Randlett, a volunteer at the Metropolitan Washington chapter of the Arthritis Foundation.

Flightplan

Healthy Hearts. A seminar on "Women and Heart Disease—The Silent Epidemic," will be held on *Wednesday, March 10*, in the FAA auditorium, from 11 a.m. to 12 noon.

Presented by representatives of the American Heart Association, the event stresses how heart disease is the number one killer of American women.

Studies show that it kills an estimated 6,000 women under age 55—one third of them under 45—each year. The numbers among black women are staggering, the association says.

The program, sponsored by the Federal Women's Program Committee and the Aircraft Certification Service, is open to all Headquarters FAAers.

For more information, contact Ava Robinson, AIR-220, x77146.

Diversity Forum. The Associate Administrator for Airway Facilities is holding a Airway Facilities diversity forum in the FAA auditorium on *Monday, March 15*, from 1 to 3 p.m.

This is the first in what will become regular monthly meetings.

All Airway Facilities employees are encouraged to attend and participate in the discussions.

Employees who want to submit a topic for future meetings, or need additional information, should call Kathy Ponchock, AAF-30, x73017, or Jean Schunter, AAF-30, x79792.

Ground School. The FAA Flying Club will conduct private pilot ground school for 10 weeks on *Tuesdays and Thursdays, beginning March 30*.

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.

Spotlight on Volunteers

FAAers McReynolds and Moore Win Praise

In one of his final acts before leaving the agency, former Deputy Administrator Barry Harris praised members of the FAA Volunteer Committee for the many projects they undertook throughout the year.

In a Headquarters awards ceremony, two of the committee members were singled out for special praise.

They were:

→ *Maria McReynolds*, Office of Accounting.

→ *Wanda Moore*, Office of Policy, Planning and International Aviation.

The group presented Harris with an "FAA Leadership Award."

Princess Whitfield, principal of Hine Junior High School—FAA's adopted school—was on hand extend her appreciation for the group's support.

Each committee member presented their supervisor with an "appreciation pin" for their constant support of program activities.

Those "pinned" were: Richard Lea, AFS; Jack Handershand, ASU; Joe Stevens, AOA; Rosa Flores, AAF; Robert Howles, APO; George McConnell, ANW; Ed Denning, AAF; Barbara Edwards, AIT; and Tony Willis, ASM.

Also, David Morrissey, ACQ; Don Eddy, ATM; Charlotte Harrison, AAA; Raymond Smith, API; Grace Pumphrey, APN; Dorothy Berry, AHR; Michael Evans, APO; Ann Peavey Hoffer, AHR; and David Morrissey, ACQ.

Employees who have previously completed the course and desire a refresher are welcome.

If enough interest is shown, the Flying Club will also offer instruction in instrument ground school during the same time period.

For more information and the exact room number, call Dick Bair, 376-0611.

Report Fraud. To report workplace fraud and abuse, call the DOT Inspector General's hotline.

The local number is (202) 366-1461.

Controlling Drugs. The National Hispanic Coalition of Federal Aviation Employees is sponsoring a lunchtime presentation on controlling drug trafficking into the United States on *Thursday, March 18*, in conference room 9A at 12 noon.

Bob Nieves, chief of drug enforcement investigations for the Drug Enforcement Administration, is the guest speaker.

All DOT employees are invited.

Anyone interested in attending should call Francisco Estrada C., 287-8558, or Carmen Carrion, x77076, to reserve a seat.

Safety Meeting. The Washington Program Flight Staff, AVS-60, will hold its first quarter flight safety meeting on *Thursday, March 18*, at 10 a.m. in the Headquarters auditorium.

The agenda—which is operationally oriented—is dedicated to cockpit resource management and flight deck human factors.

T. R. Proven, of the Air Carrier Branch, will make a presentation on cockpit resource management. Lyle Streeter, of the Accident Investigation Division, will discuss related past accidents.

Captain Joe Hall, of USAir, will present an airline perspective on the cockpit resource management. He will also discuss training.

Eleana Edens, of the Human Factors Program Office, will highlight flight deck research on these issues.

Volunteers to make presentations at future safety meeting are being solicited. Interested parties should call Safety Officer Dave Clemmer, (703) 557-4784.

Meeting attendance is required for Headquarters flight program participants. Other interested FAAers are also welcome.



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

Headquarters Intercom



Photo by Jack Iman

Aviation System Standards's Aeronautical Center employees in front of the latest FAA flight inspection aircraft at Will Rogers World Airport.

Quality Quest

Aviation System Standards Wins National Award

The Office of Aviation System Standards, AVN, has received the 1992 FAA Quality Management Award.

The award recognizes FAA groups for significant achievements in quality management.

The group was cited for their effectiveness in fostering quality improvement, increasing customer satisfac-

tion, and realizing substantial cost savings and efficiencies through employee empowerment, development, recognition and leadership during the 1992 fiscal year.

Aviation System Standards—a Headquarters organization based in Oklahoma City—has about 1,000 employees. *turn to Quality on page 4*

Highlights

Who's Who. Copies of the agency's current organizational chart are available from the publications rack in Public Affairs, room 911.

Pick up extra copies of *FAA World*, *Intercom* and *DOT Today* there, too.

\$355 Million for Airports. The FAA approved \$354.8 million in allocations under the Airport Improvement Program. *turn to Highlights on page 2*

Family Affair

Retired Controllers Can't Break Air Traffic Habit

Three former FAA controllers have two things in common: they all chose air traffic training as second careers and passed their air traffic enthusiasm on to their sons.

Upon retiring, Richard Wiening, Jim Higgins and Ramon Moore could not break the air traffic habit. As a result, all joined the Washington Consulting Group. They now train FAA's future controller

work force in the same air traffic facilities where their controller sons work.

All believe that "air traffic control runs through their blood."

Richard Wiening began working for the agency—then called CAA—in Cleveland in 1957. In 1989, he retired with 32 years of FAA service. He now trains future controllers at the Miami air route

turn to Controllers on page 3

Highlights *from page 1*

gram during the first quarter of the 1993 fiscal year.

The money went for 378 planning and development projects in 44 states, the District of Columbia and the Northern Mariana Islands.

Some \$222 million went for 150 projects at primary airports. Another \$75 million was allocated for 166 projects at general aviation airports and \$33.7 million was approved for 39 projects at reliever airports which help keep traffic away from busier primary airports.

Smaller commercial service airports received \$6 million for 16 projects. Also approved were six airport system plan studies totaling \$2 million.

Illinois received a state block grant for \$16 million.

OK City Smoking Ban. New, restrictive smoking rules went into effect last month at the Aeronautical Center.

Washington Headquarters FAAers traveling to the Oklahoma City facility are warned that now smoking is only permitted:

- Outside of buildings.
- In designated areas in the headquarters and airmen registry cafeterias.
- One area each in hangars 8 and 9.
- A temporary area in CAMI until hangar 9 staging is complete.

"To provide a healthy workplace for all employees, I fully support this policy and feel that it is imperative we vigorously enforce it," said H. C. McClure, the center's associate administrator.

International Accolade. Former FAA Administrator James Busey was awarded the Paul Tissandier Diploma by the Federation Aeronautique Internationale in recognition of his achievements as FAA administrator from 1989 to 1991.

Busey—who received the award along with two other Americans—was touted for actively promoting new policies and programs designed to foster general and sport aviation in the United States.

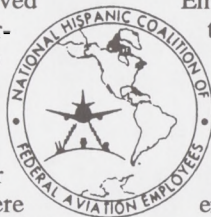
He was praised for recognizing the potential of the satellite navigation Global Positioning System and establishing a high level of priority to studying its use in aviation.

Busey is currently the president and chief executive officer of the Armed Forces Communications and Electronics Association.

Hispanic Conference. The National Hispanic Coalition of Federal Aviation Employees will hold its 1993 national training conference in Oklahoma City, from August 17 to 19.

Manny Torres, FAA Academy, is conference chairperson, along with co-chair Robert Barajas of the FAA Logistics Center.

FAAers interested in serving on the conference committee, should contact Torres, (405) 954-6967, or Barajas, (405) 954-5036.



Employee Ethics

Free Airline Passes?

It's okay to receive free airline passes from family members who work for carriers, say agency lawyers.

An FAAer recently inquired whether or not he was permitted to accept free passes from his son, an airline employee.

He reported that the airline routinely makes passes available to employees' family members, upon the request of its employees.

The Office of Chief Counsel advised that the FAAer is viewed as receiving a gift from his son and not the airline, indirectly or otherwise.

For more information about aviation-related gratuities, contact assistant chief counsels in regions and centers.

At Headquarters, contact the senior attorney for ethics, AGC-110, (202) 376-6406.

Consultant Quinn. Ken Quinn, former FAA Chief Counsel, has taken a position with Mercer Management Consulting, working as an advisor to the firm's aviation practice.

Quinn will be responsible for providing airlines, airports and aviation companies with legal counsel on operational and regulatory issues.

He will be working out of the firm's Washington office.

A Fish Tale. Those who criticize service on domestic carriers apparently haven't flown recently on the old Soviet Aeroflot and the airlines it spawned in the former Soviet republics.

Steven Erlanger, a Moscow correspondent for *The New York Times*, recently wrote about his experiences aboard which he calls "flying streetcars."

He tells his readers about the "camaraderie" he found on a flight from Tatarstan, while sitting next to a passenger who pulled a huge smoked fish from his bag.

After digging around in the fish with his fingers, the passenger offered the correspondent a bite. No thanks, he answered.

Distance Learning. FAA's Aeromedical Education Division is sponsoring an alternate education methods conference, April 6-8, from 8 a.m. to 4:30 p.m. daily, at the Civil Aeromedical Institute auditorium, Oklahoma City.

Called the "Distance Learning Education Seminar—Theory and Practice," the conference will provide information on current multi-media instruction methods and equipment for distance education.

Subjects include the status of FAA's satellite education network, innovations in training technology, computer-aided training, curriculum development, case studies and practical applications.

Speakers will be from FAA's Offices of Aviation Medicine, Multi-Media, and Training and Higher Education; the FAA Academy; United States Army and Air Force; and Michigan State University.

Limited seating requires reservations. Contact Jim Whitley, (405) 954-6207, or fax, (405) 954-8016.

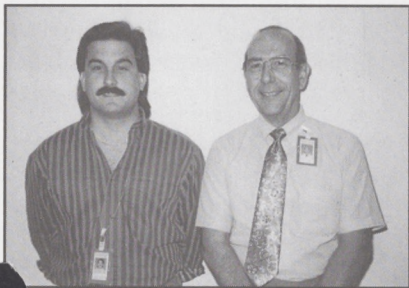
Controllers *from page 1*

traffic control center, where his son Scott works as a full performance level controller.

Initially, Scott wanted to be an airline pilot, but, upon entering the FAA Academy in 1988, he became "hooked" on air traffic control.

Jim Higgins, contract instructor at the Houston air route traffic control center, worked in FAA facilities in Denver and Houston before retiring in 1986. He is a licensed commercial pilot and owns his own plane.

All three of Higgins' children are involved in aviation.



Scott Wiening with his father Richard.

His son, Rick, who earned private pilot certification at age 17, now controls air traffic at Houston center. James, who soloed while in his teens, is a drill sergeant in the Army. His brother Rob is a captain for American Eagle Airlines.

Both Rob and James participate in several airshows a year and are members of the Confederate Air Force, a group of aviation enthusiasts who restore and fly World War II aircraft.

Higgins' daughter, Amy, works as a reservationist for Continental Airlines.

Ramon (Ray) Moore retired after 30 years of FAA service in 1988, but continued to teach at the academy as a contract employee while his son Joe attended nearby University of Oklahoma.

He now works for the Washington Consulting Group as an instructor at Houston center, where Joe is a full performance level controller.

All three of the former FAAers, along with sons, feel that they were "born to control air traffic."

Blacks in Higher Education

FAA Participates in National Conference

FAA is sponsoring a three-day workshop highlighting the agency's support of historically black colleges and universities during the 18th Annual Conference on Blacks in Higher Education.

The conference, sponsored by the National Association for Equal Opportunity in Higher Education, assesses procedures, programs and other methods leading to success in higher education, with an emphasis on African Americans.

It is attended by more than 5,000 persons each year and is billed as the single most important national forum in America for the discussion of issues affecting blacks in higher education.

The conference will be held Wednesday through Friday, March 31 to April 4, at the Washington Hilton Hotel, Washington, DC. This year's theme is "Paths to Success."

FAA officials will talk about ways the agency seeks to create and strengthen the nation's black colleges, as mandated in Presidential executive orders on historically black colleges and universities.

These institutions represent an untapped resource available to federal managers at a time when efforts are being made to address affirmative action and work force diversity goals, according to the Office of Civil Rights.

African Americans and women account for 80 to 100% of the students at most of the 117 historically black colleges and universities.

All FAAers, with the approval of their supervisors, may attend. For registration information, call George Thomas, ACR-3, x73267.

People

Engineering Enthusiast. Dante Jones, part-time computer programmer in the Aircraft Certification Service, recently voiced his concerns to *The Washington Post* over the future of Project YES—Youth in Engineering and Science—a pre-college program at the University of the District of Columbia.

The program encourages youngsters interesting in engineering careers by providing essential math and science skills. It is now in jeopardy due to a recent proposal to cut the university's budget.

Dante, a 19-year-old graduate of the program, is currently majoring in computer science at Drexel University while working for FAA.

While an eighth-grader in Project YES, he built a model bridge, bringing him acclaim from the university.

He was quoted in a recent Sunday edition of *The Post* as saying "There

are many students who are interested in scientific careers, but without an early start, they end up too far behind to compete with other students."

Dante also commented how the program helped him "get focused early on science and math."

Headquarters Intercom

March 16
No. 93-8

Diane Spitaliere
Editor

Michael A. Malden
Art Director

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Flightplan

Mentoring Skills. To mark Women's History Month, the Federal Women's Program Committee is sponsoring a program entitled "Mentoring for the Future," on *Tuesday, March 23*, from 10 to 11:30 a.m. in conference room 8ABC.

The guest speaker will be Gordon Shea, president of PRIME Systems Company, a training and human resource development firm.

For more information, contact Diane Ables, x73880, or John Ogden, x77379.

Personal Safety. The Federal Women's Program Committee is sponsoring a program on "personal safety tips" on *Thursday, March 25*, at 10 a.m. in the FAA auditorium.

Patricia Curtis, an officer with the DC Metropolitan Police Department, will provide instruction on how to be "streetwise."

The event is one of several Headquarters programs marking Women's History Month.

For more information call Grace Ranson, 382-6700, or Sheila Byrd, x78967.

Worldwide Symposium. FAA, along with Transport Canada and Aeronautical Radio, Inc., is sponsoring a symposium on worldwide communications, navigation and surveillance, *Monday through Thursday, April 26-29*, at the Hyatt Regency, Reston, VA.

The first of its kind, the meeting combines the annual international aeronautical telecommunications symposium on data link integration and the annual international satellite surveillance and communications symposium.

The program will include technical sessions and panel discussions on ways to improve communications, navigation and surveillance, by using current and new technologies.

For more information, call Aeronautical Radio, Inc., (410) 266-4187.

Controlling Drugs. The National Hispanic Coalition of Federal Aviation Employees is sponsoring a lunchtime presentation on controlling drug trafficking

Healthbeat

Glucose Screenings. The Headquarters Health Awareness Program is sponsoring glucose screenings on *Wednesday, March 24*, in the clinic, room 327, from 8 to 9:30 a.m.

Screenings are by appointment only. Interested FAAers should contact Nancy O'Kane, x73406.

Arthritis Info. A "brown bag" lunch featuring a lecture on arthritis will be held on *Wednesday, March 31*, in conference room 5B, from 11:30 a.m. to 12:30 p.m.

Guest speaker is Alie Randlett, a volunteer at the Metropolitan Washington chapter of the Arthritis Foundation.

into the United States on *Thursday, March 18*, in conference room 9A at 12 noon.

Bob Nieves, chief of drug enforcement investigations for the Drug Enforcement Administration, is the guest speaker.

All DOT employees are invited.

Anyone interested in attending should call Francisco Estrada C, 287-8558, or Carmen Carrion, x77076, to reserve a seat.

Safety Meeting. The Washington Flight Program staff, AVS-60, will hold its second quarter flight safety meeting on *Thursday, March 18*, at 10 a.m. in the Headquarters auditorium.

The agenda—which is operationally oriented—is dedicated to cockpit resource management and flight deck human factors.

Volunteers to make presentations at future safety meetings are being solicited. Interested parties should call Safety Officer Dave Clemmer, (703) 557-4784.

Meeting attendance is required for Headquarters flight program participants. Other interested FAAers are also welcome.

Ground School. The FAA Flying Club will conduct private pilot ground school for 10 weeks on *Tuesdays and Thursdays, beginning March 30*.

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, fed-

eral 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.

If enough interest is shown, the Flying Club will also be offering instruction in instrument ground school during the same time period.

For more information and the exact room number, call Dick Bair, 376-0611.

Recycle It. *Intercom* is recyclable. After reading it, put it in one of the buildings's office recycling boxes.

Quality *from page 1*

employees and includes nine inspection field offices in the United States, Germany and Japan.

The annual award process includes all agency organizations involved in quality improvement efforts.

Selection is based on an independent, objective evaluation of each application, using standard criteria and rating guidelines.

Aviation System Standards is also a finalist for the Rochester Institute of Technology-USA Today Quality Circle Award.

An official FAA awards ceremony will be held in the near future.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Clearer Communications

New Voice Switching and Control System Moves Agency Step Closer to High-Tech Future

Moving one step closer to the high-tech air traffic control system of the future, FAA's voice switching and control system—known as VSCS—is now in the production phase.

FAA officials recently joined the Harris Corporation—the system's prime contractor—in dedicating the new production facility in Melbourne, FL.

Associate Administrator for Contracting and Quality Assurance Carolyn Blum, along with VSCS Development Branch Manager Jim Monnie, helped snip the ribbon to mark the opening of the 50,000-square foot facility, dedicated solely to VSCS.



Harris official demonstrates the voice switching and control system to Associate Administrator for Contracting and Quality Assurance Carolyn Blum and VSCS Development Branch Manager Jim Monnie

The first system, already in production, is scheduled to be delivered to the Seattle air route traffic control center in January 1994. It is estimated that it will be operational about one year after installation, allowing time for testing and evaluation.

Harris—who was awarded the \$1.7 billion contract in December 1991—is expected to deliver voice switching and control systems to the nation's 22 air route traffic control centers, the New York and Los Angeles Terminal Radar Approach Control facilities, and the FAA Academy within the next four years. A prototype system was delivered to the FAA Technical Center earlier this year.

The Academy's system is also under production and is expected to be delivered to the Oklahoma facility by April of next year.

turn to Communications on page 6

Highlights

Quick Exit. When the fire alarm rings, employees are urged to leave the building quickly and obey evacuation wardens.

Turn to "Building Bulletin Board" on page 3 for details.

Future Forecasts. The FAA recently released its predictions for aviation activity through the year 2004.

Find out more on pages 4 and 5.

Spotlight on Alaska. In the 1930s, the first full-time aeronautical inspector was assigned to permanent duty in Alaska. Today the FAA has more than 1,800 employees in the state.

Check out the March issue of *DOT Today*. It chronicles the work of FAAers and other DOT employees in Alaska.

Fire Testing. The FAA Technical Center in Atlantic City recently dedicated its new aircraft components fire test laboratory.

The facility is designed to test smaller aircraft components without the need to conduct full-scale tests, lowering costs for the end user.

Two projects are already slated for the new lab—upgrading of fire protection specifications for flight data recorders and research into suitable replacements for halon, the fire suppression system used on large aircraft.

Construction of the \$1.8 million building began in October 1990 and was completed this past November.

Vertical Flight Contract. The FAA has awarded a \$25 million contract to develop ways to incorporate vertical-

turn to Highlights on page 2

Looking Up

FAA Predicts 'Moderate' Aviation Growth

The FAA predicts moderate air traffic growth over the next decade.

FAA Acting Administrator Joe Del Balzo cautions, however, that modest traffic growth alone would not guarantee the stability of the airline industry.

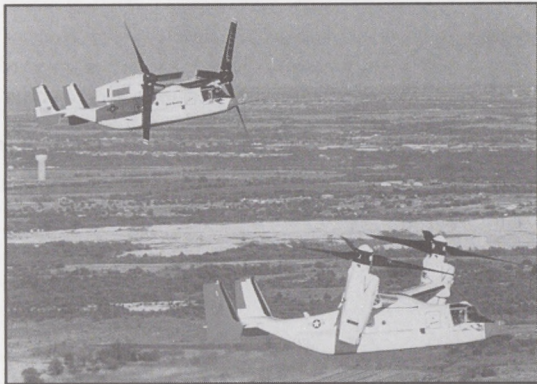
"The FAA will do everything
turn to Aviation on page 4

Highlights *from page 1*

flight technology in the nation's air transportation system.

The work will be conducted by Systems Control Technology, Palo Alto, CA.

Vertical-flight aviation includes helicopters and a new category of "powered lift" aircraft including tiltrotor and tiltwing vehicles.



These military tiltrotor aircraft display the flexibility of vertical flight technology.

Under the contract, Systems Control Technology will analyze rotorcraft safety requirements and recommend criteria for FAA certification.

A portion of FAA's research and development effort will also focus on the tiltrotor to help provide inter-city commuter operations.

Rotorcraft aviation, according to transportation experts, has the potential to boost airspace capacity at a fraction of the cost associated with new or improved commercial airports.

NAS Grants. The FAA is soliciting proposals and cooperative agreements for research grants that address the long-term goals of the National Airspace System.

Research areas include air traffic control automation, aviation applications of artificial intelligence, aviation training techniques and technologies, human factors and aircraft safety.

FAA's grant program is designed to encourage research that will improve the growth of civil aviation.

To increase its resource base and involvement within the aviation com-

munity, FAA encourages academic institutions to participate in the grant program—particularly historically black colleges, universities and other minority institutions.

The grant awards range from \$50,000 to \$500,000.

The notice of availability appeared in the February 25 *Federal Register*.

History Kudos. FAA's Staff Historian Theresa Kraus recently received kudos from the United States Army's chief of military history for her contributions to the publication of a military history book on the Persian Gulf conflict.

The book, entitled *The United States Army in Operations Desert Shield and Desert Storm*, is scheduled to go to print this spring.

Kraus is its co-author.

In his letter to Acting Assistant Administrator for

Public Affairs Bob Buckhorn, the chief of military history said "Kraus' contributions as writer and editor helped guarantee the well-rounded coverage that will set this book apart."

New Denver Date. The opening of the new Denver airport has been rescheduled for December 18.

The massive airport is in its third year of construction and FAA's flight inspection of navigational aids is proceeding ahead of schedule.

Unauthorized Actions. FAAers are advised to ensure proper authorization prior to issuing a procurement action and committing the government for the payment of supplies or services.

Without it, they can be held personally accountable in accordance with FAA's conduct and discipline order.

The Office of Accounting occasionally receives vendor invoices for services or supplies ordered, received and accepted without a valid contract or purchase order in place.

Called an unauthorized procurement, these purchases require immediate action

to ratify the procurement in accordance with FAA Order 4405.14A, Ratification of Unauthorized Procurement Action.

Without ratification, the Office of Accounting does not have the authority to pay the vendor.

Organizational Chart. Copies of the agency's current organizational chart are available from the publications rack in Public Affairs, room 911.

Pick up additional copies of *FAA World*, *Intercom* and *DOT Today* there, too.

Tuesday Deadline. *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 please don't wait until the last minute. *Intercom* appreciates getting items as early as possible.

Bring them to room 909B or call x77311.

Forty-Something

*Average Age of FAAer?
How About 41.2*

The average age of FAA's more than 53,000 permanent employees is 41.2 years old—the youngest workforce among DOT's transportation modes.

The Federal Railroad Administration tops the list with the oldest average employee age of 46.6, according to 1992 statistics compiled by the DOT Office of Personnel.

FAA's large controller workforce pushes the average age at the agency down.

About 18% of all FAA employees fall within the 30-34 age group, followed by 16% in ages 35-39, 15% in the 45-49 age category, and 14% in ages 40-44.

Slightly more than 2% of FAA's permanent workforce is under 25 and less than 4% is 60 and older.

Building Bulletin Board

Elevator Safety. Headquarters FAAers are urged to read the safety instructions posted in the building's elevator cars. It's vital to comply with emergency instructions if an employee becomes trapped in a stalled elevator.

Trapped passengers are instructed to use the elevator phone to call for help, identify the emergency and wait for assistance.

The Facilities Management Staff stresses the importance of waiting for trained and qualified emergency personnel—which include elevator mechanics and firefighters—when help is required to leave a stalled car.

Attempts by trapped passengers to free themselves, or to be assisted by untrained or unqualified persons, could result in a serious injury or fatality, should the car move.

Emergency Evacuations. FAA Headquarters has trained evacuation coordinators who have the authority to give verbal orders during evacuations prompted by medical emergencies, natural disasters, power failures, fires, demonstrations, explosions, bomb threats and hazardous material problems.

During emergencies, the FAA Command Center team has deputy coordinators, floor, area, stairwell, elevator and ground floor teams to help evacuate quickly.

Stairwells at the far corners of the building are usually less crowded during an evacuation than those closest to elevators.

Refusing to leave the building when ordered, or not obeying other emergency directives, could be considered insubordination, warns the Facilities Management Staff, AAF-50.

The employee could be subject to disciplinary action.

Posters on other building rules and regulations, CFR 41, 101.20.3, are placed within the inner doorways at the entrance of the building.

Failure to comply with the posted rules could result in a \$50 fine and/or 30 days in jail.

Say No to Dirt. Cleanliness is next to...well, you get the general idea.

The Headquarters Facilities Management Staff needs the help of all employees to keep the workplace neat and clean.

They urge everyone to tidy up after themselves—don't leave a mess for others to clean up.

Employees are also asked to keep the south side entrance to the building clear of improperly discarded cigarette butts.

When using the cafeteria, please dispose of trash and dirty dishes in the trash containers and trash carts provided.

Too Many Pests. Bugs, roaches and other pests are becoming a problem at FAA Headquarters, prompting an increase in requests for exterminator services.

The Facilities Management Staff asks FAAers to throw away all food and drink residue in appropriate receptacles or put the debris in a plastic bag, seal it and place it outside the office area for pickup.

Doors Open Early. The doors on the south side of Headquarters are now open at 6 a.m., a half hour earlier than before.

The crack-of-dawn opening allows many FAAers on alternate work schedules to arrive at work earlier.

The change was accomplished through the cooperative efforts of the Headquarters Employee Participation Group (HEPG), Administrator's Hotline and FAA Office of Security.

Essay Contest

DOT Secretaries to Compete for Honors

The deadline for entries for the annual "DOT Secretary of 1993" essay contest is fast approaching.

All DOT workers employed in secretarial and clerical positions are eligible to compete, but entries must be received by Monday, April 5.

This year's theme is "In Touch with Our Future." Essays must not exceed 100 words and will be judged on originality and content.

Semi-finalists will be selected by a panel of DOT national-level Federal

Women's Program managers. Finalists will be picked by a panel of DOT secretarial and clerical employees.

Semi-finalists and the winners will be announced during an April 22 ceremony in Washington, DC.

For an official entry form and more information, FAA employees should contact Rita Simons, Room 900W, Headquarters, (202) 267-5794.

The contest is sponsored by the DOT Federal Women's Program Managers Intra-Departmental Council.

Headquarters Intercom

March 23, 1993
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Diane Spitaliere
Editor

Michael A. Malden
Art Director

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Aviation Forecasts *from page 1*

it can to help the aviation industry through this period of hardship," Del Balzo said in releasing the FAA's *Aviation Forecast—Fiscal Years 1993-2004*.

Last month, DOT Secretary Federico Peña joined congressional leaders to propose legislation that would create a 15-member national commission to recommend ways to strengthen the aviation industry.

Del Balzo identifies three areas where the FAA can help airlines cut costs. They are:

→ Timely implementation of the multi-billion dollar Capital Investment Program which is the FAA's master plan for creation of a more efficient air traffic system.

→ International harmonization of aircraft certification and operating rules—a goal, that if accomplished, could save U.S. air carriers millions of dollars.

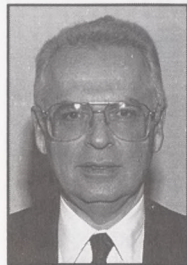
→ Continued screening of FAA regulations to make sure regulations do not create unnecessary economic hardship for airlines.

FAA's long range forecast predicts that U.S. domestic airlines are expected to increase their revenue passenger miles at an annual rate of 3.9% over the next 12 years. Domestic passenger enplanements are forecast to rise an average of 3.5% over the same period.

During the last three years, passenger enplanements increased only 1.1% annually, with airlines suffering record losses.

"Our forecast predicts a moderate recovery for the airline industry overall, with anticipated rapid growth

in international traffic where enplanements and revenue passenger miles are expected to increase at an annual rate of 6.6% over the entire



Joe Del Balzo

Workload on the Rise

Tower Operations to Top 76 Million in 2004

Activity at airports with FAA control towers is expected to break the pre-strike level of 64 million operations in 1994 and surpass the 1979 all-time peak of 69 million in 1998.

That's according to the agency's latest aviation forecast which estimates aviation activity through the year 2004.

The agency counts each aircraft takeoff and landing as an operation.

The FAA's 12-year forecast, released at the end of February, predicts

that FAA tower operations will increase at an annual rate of 1.9%. Operations are projected to total 76.6 million in the 2004 fiscal year.

→ **Enroute centers.** A similar increase is envisioned at FAA air route traffic control centers. The workload is forecast to increase from 36.7 million aircraft handled in 1992 to 46.6 million in 2004—an average yearly rate rise of 2%.

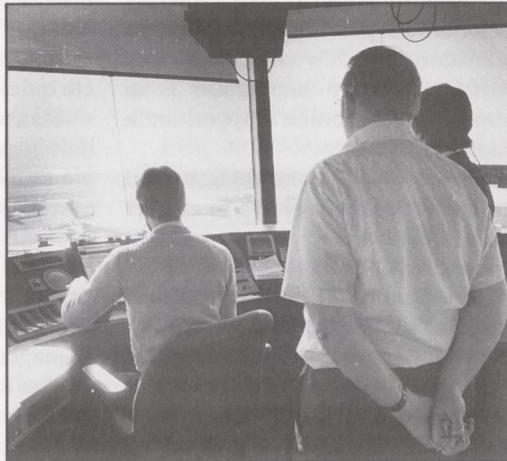
→ **Flight services.** After a drop in FAA flight service station activity in the next few years, FAA forecasters predict a slight rise.

forecast period," Del Balzo said.

Aircraft operations are expected to increase at an annual rate of 2.2% during the period.

The higher growth predicted for revenue passenger miles and passenger enplanements relative to operations is the result of higher load factors, larger seating capacity, and longer passenger trip lengths.

The regional-commuter airline industry is expected to continue to outpace that of the larger air carriers and be driven by increased demand, with passenger enplanements expected to



Tower controllers are expected to see a steady rise in the number of airport operations over the next 12 years—an annual average rate increase of 1.9%.

Total traditional flight services originating at agency flight service stations are projected to decline through 1995 before shifting into a pattern of slow growth.

The number of flight services is expected to decline to 38.8 million this year, drop to 37.5 million in 1994 and dip again to 37.4 million in 1995.

Agency forecasters say that if flight service station consolidation is completed before the 1995 fiscal year, the number of flight services should begin a gradual rise and reach 39.4 million by the year 2004.

increase an average of 6.4% through 2004.

The active general aviation fleet is expected to grow slowly—up 0.6% annually—over the forecast period, with the increase being driven by greater business use of general aviation.

The in-depth, nitty-gritty aviation forecast statistics are contained in the FAA's annual "FAA Aviation Forecasts" book.

It is published by the Statistics and Forecast Branch, Office of Aviation Policy, Plans and Management Analysis.

Technology Day

April 14 Event Highlights Information Challenges

Information Technology Day at FAA Headquarters is planned for *Wednesday, April 14*.

The day-long program, from 9 a.m. to 4 p.m., is designed to heighten awareness of how FAA uses information technology now and in the future.

"The FAA is challenged to conduct its business in an environment of decreasing resources and increasing expectations," said Theron Gray, Assistant Administrator for Information Technology. "Information technology is a major tool to help meet these challenges."

→ **Martin to keynote.** Dr. James Martin, keynote speaker at the event from 9 a.m. to 12 noon in the FAA auditorium, will discuss the business case for using information technologies to meet the challenges of the 1990s.

The first part of the presentation will be especially pertinent to agency executives and managers. Martin will talk about how enterprise engineering can help agency management revisit its business needs and other information technology tools and techniques.

He is an internationally-known and respected consultant to major corporations and is the author of more than 80 books.

A video tape of Martin's remarks will be provided to the regions and centers.

→ **Automated demonstrations.** In the afternoon, some of the agency's key organizations will present demonstrations on some of the automated systems and state-of-the-art technologies that FAA uses in its day-to-day business.

A video taped presentation on "hot" information technology-related issues will also be shown.

→ **Limited space.** Since Martin's presentation is a special event, space is limited.

FAA managers have first preference, however, there is some space available for staff.

To reserve a seat, contact Dani Levenson, AIT-200, x79973. For more information, contact Elli Klein, AIT-200, x79972.

Fast-Paced Pacific

International Traffic Heads for the Orient

Asia and Pacific rim countries will soon be the most popular destination for passengers boarding international flights of U.S. air carriers, the FAA predicts.

In its annual forecast of aviation growth for the next 12 years, the agency estimates that the number of passengers heading across the Pacific will rise at an annual rate of 7.3% through 2004. That's up from 14.2 million passengers in 1992 to 33 million in 12 years.

Last year, more passengers—about 600,000—flew across the Atlantic than the Pacific. About 13.6 million passen-

gers headed for Latin America on U.S. carriers last year.

By the year 2004, an estimated 27.8 million will be flying across the Atlantic and 30.5 million to Latin America, both behind Pacific-bound air travelers, FAA forecasters say. See chart below.

<i>International Travel</i>		
Number of Passengers Boarding U.S. Carriers (In Millions)		
<i>Destination</i>	<i>1992</i>	<i>2004 Est.</i>
Pacific	14.2	33
Latin America	13.6	30.5
Atlantic	14.8	27.8

Employee Ethics

Accepting Travel Payments

Recently adopted General Services Administration regulations authorize FAA to accept payment of certain travel expenses from non-federal sources for employees' attendance at meetings, conferences, seminars, speaking engagements, training courses, or similar activities.

Acceptance, however, must be made by the Administrator in advance of travel.

Employees are cautioned that they may not solicit offers of payment, nor may they accept payment or allow another source to make payment on their behalf, without prior approval of the Administrator.

It is permissible after receiving an invitation to attend a meeting or similar function to inform the non-federal source of this authority. The GSA regulation is 41 CFR Part 304-1.

Lending Library

Self-Improvement Tools

Available to Employees

Did you know that the Training and Career Development Branch has a "lending library" available to all Headquarters employees?

Self-improvement and career enhancing books and videos are available in AHR-120, room 522.

Headquarters employees can sign the material out for up to two weeks at a time. All items should be returned promptly so that other FAAers have the opportunity to use them.

Some of the books available include:

→ *The Professional Image*
→ *Stress that Motivates: Self-Talk Secrets for Success*

→ *Managing Your Career With Power*

Video tapes include:

→ *The Harvard Business Review Video Series*

→ *Job Stress Management*

For a complete listing of material, or more information, contact Edwin James, x77785.

People

Contest Conclusions. Several FAAers put their knowledge of African American heritage to the test recently when they participated in a Headquarters black history jeopardy contest.

The contest, sponsored by the Office of the Chief Counsel as part of the Black History Month celebration, had FAA teams competing against each other, testing their knowledge of black history.

→ *Genise Stancil* and *Shirley Purnell-Rice*, representing Human Resource Management, came in first, each winning a \$50 savings bond and African American day books.

→ *Dominik Johnson* and *Paula Lewis*, representing System Capacity, placed second, winning black history trivia board games.

→ *Rich McCarthy* and *Carla Martin*, won copies of Marita Golden's book *And Do Remember Me*, when they placed third in the contest.

Other offices participating in the competition included Air Traffic, Budget and Accounting, Policy and Planning, Public Affairs, Regulation and Certification and Systems Maintenance.

Leave Donations. Lisa Hedlesky, a program analyst with the Office of Aviation Medicine, AAM-830, is an eligible candidate for FAA's leave donor program.

Hedlesky, who is scheduled for surgery this month, is expecting a recovery time of several weeks.

Anyone who is interested in donating annual leave, should contact Barbara Ullom, AHR-151, x77608.

Healthbeat

Arthritis Facts. A "brown bag" lunch featuring a lecture on arthritis will be held on *Wednesday, March 31*, in conference room 5B, from 11:30 a.m. to 12:30 p.m.

Guest speaker is Alie Randlett, a volunteer at the metro Washington chapter of the Arthritis Foundation.

Communications continued from page 1

The system is a major component, and one of the earliest fielded segments, in the agency's comprehensive, high-tech modernization program.



Associate Administrator for Contracting and Quality Assurance Carolyn Blum, third from right, and VSCS Development Branch Manager Jim Monnie, fourth from right, join Harris officials in dedicating the new production facility.

It is responsible for the air-to-ground and ground-to-ground voice link communications between controllers at air route traffic control centers and enroute aircraft.

The system is tailored for each air traffic control center's environment and requirements, enabling each facility to configure a system to meet its specific needs.

The voice switching and control system will be installed initially into the existing M-1 consoles to support simultaneous operational use and testing during the transition to the common console-based control rooms.

The system is tailored to each air traffic control center enabling each facility to configure a system to meet its specific needs.

It will use microprocessor-based digital technology to allow controllers to route all communications simply and easily through a touch screen display.

To guarantee high reliability, the system's specification requires that it cannot be out of service more than three seconds a year.

When operational, if a malfunction occurs, it can be fixed—in most cases—while the system remains in operation.

Fiber-optic voice routing and digital switching techniques will enable air traffic controllers to connect calls in 15 milliseconds or less with no voice delay through the system.

The system can easily accommodate the expected peak traffic load of 1,400 calls per minute and has the capability of processing 2,800 calls per minute during peak traffic periods.

The FAA has several on-site agency employees at the Florida facility to monitor the development and ensure the system's integrity.



Rod Taquino

Rod Taquino, on-site alternate technical officer from the Office of Advanced Automation, received an on-the-spot award during the dedication ceremony for his "sustained superior effort in the coordination, promotion and support of the VSCS production facility dedication."

Taquino has been stationed at the Florida facility since June 1992 and has played an integral role in moving the program toward field implementation.

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.

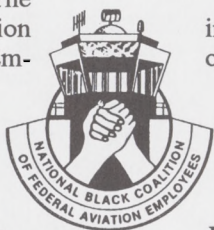
For more information, contact Matt Asai, x77542.

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, April 6*, 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.



For more information, 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, April 8*, in the MOC Room.

All FAAers are welcome and invited to get acquainted with HEPG members.

For more information, contact Bob Cripe, x78211, Ralph Randall, x78903, or Bruce Henry, x79216.

Hispanic Coalition. Monthly meetings of the National Hispanic Coalition of Federal Aviation Employees are normally scheduled for the *first Wednesday* of each month at 12 noon.

The next meeting is scheduled for *Wednesday, April 7*, in room 5C.

For more information, contact Francisco Estrada C., 287-3140, or Rose Millar, x79005.

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, April 8*.

Each meeting will have a guest speaker discussing relevant topics.

All members are urged to attend and bring a guest.

For more information, contact Henry Butler, x79388.

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, April 6*, and *Tuesday, April 20*, in FAA conference room 8ABC.

The group is hosting its annual speech and table topics contests during the March 16 meeting at 11:45 a.m.

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.

Quality 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, April 6*, in conference room 8ABC.

The meetings provide a forum for employees working with, or interested in, quality initiatives.

FAAers interested in learning more about the quality movement are welcome to attend.

For more information, contact Ted Criswell, x77925, or Lessie Dorse, x77447.

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.

Feedback

Military Update. A signed letter to *Intercom* from a Headquarters FAAer took issue with a March 2 article about a keynote speech by Sandy Campbell to kick off DOT Black History Month in February.

Campbell said that gay bashings reminded her of black beatings during the 1960s and she favored lifting the military ban against homosexuals.

Campbell is the public affairs officer at Central Region and the first black woman to hold a high public affairs post in the agency.

Here is how the reader responded:

Although I am sure that this is an accurate account of what Sandy Campbell said, it comes across as an endorsement by all blacks that the ban on homosexuals in the military should be lifted.

This is not true. There are millions of blacks who do not want gays and lesbians (black or white) in the military because of their religious convictions that "skin color" is God's choice whereas "lifestyle" is a man's or woman's choice and therefore subject to error. The Intercom should be objective and give other blacks an opportunity to give their views on the subject.

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.

Flightplan

Personal Safety. The Federal Women's Program Committee is sponsoring a program on "personal safety tips" on *Thursday, March 25*, at 10 a.m. in the FAA auditorium.

Patricia Curtis, an officer with the DC Metropolitan Police Department, will provide instruction on how to be "streetwise."

The event is one of several Headquarters programs marking Women's History Month.

For more information, call Grace Ranson, 382-6700, or Sheila Byrd, x78967.

Volcanic Ash. A workshop on the impact of old volcanic ash clouds on airport operations will be held *Thursday and Friday, April 22-23*, at FAA Headquarters in the MacCracken room.



Those interested in presenting a paper should send an abstract to Bob Machol, chief scientist, ASD-4, by *Thursday, April 1*.

For more information, contact Machol, x79451, fax x75117.

Worldwide Symposium. FAA, along with Transport Canada and Aeronautical Radio, Inc., is sponsoring a symposium on worldwide communications, navigation and surveillance, *Monday through Thursday, April 26-29*, at the Hyatt Regency, Reston, VA.

The first of its kind, the meeting combines the annual international aero-

nautical telecommunications symposium on data link integration and the annual international satellite surveillance and communications symposium.

The program will include technical sessions and panel discussions on ways to improve communications, navigation and surveillance, by using current and new technologies.

For more information, call Aeronautical Radio, Inc., (410) 266-4187.

Employee Appraisals. The Performance Management System employee appraisal cycle ends on *Wednesday, March 31*.

Headquarters managers and supervisors are reminded that completed appraisals must be submitted to the Employee Relations Branch, AHR-140, by May 14.

The appraisal system covers General Schedule and Prevailing Rate employees.

There may be a few instances when an employee's rating must be extended. If so, the rating may not be extended past June 29 and the completed appraisal must be submitted to AHR-140 by July 6.

As a reminder, an employee's position as of March 31 is the position in which he or she should be rated.

Also, an employee must be in a GS position on March 31 to be eligible for a performance award.

Contact Phyllis Burbank, x73878, for more information.

Ground School. The FAA Flying Club will conduct private pilot ground school for 10 weeks on *Tuesdays and Thursdays, beginning March 30*.

Classes are held from 6 to 9 p.m. in the FAA Headquarters building. Parking is available in the garage after 4 p.m.

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.

If enough interest is shown, the Fly-

ing Club will also be offering instruction in instrument ground school during the same time period.

For more information and the exact room number, call Dick Bair, 376-0611.

Black Colleges. FAA is sponsoring a three-day workshop highlighting the agency's support of historically black colleges and universities during the 18th Annual Conference on Blacks in Higher Education.

The conference will be held *Wednesday through Friday, March 31 to April 4*, at the Washington Hilton Hotel, Washington, DC.

This year's theme is "Paths to Success."

All FAAers, with the approval of their supervisors, may attend the conference.

For registration information, call George Thomas, ACR-3, x73267.

Diversity Forum. The Associate Administrator for Airway Facilities is holding an Airway Facilities diversity forum in the FAA auditorium on *Monday, April 19*, from 1 to 3 p.m.

All Airway Facilities employees are encouraged to attend and participate in the discussions.

Employees who want to submit a topic for future meetings, or need additional information, should call Kathy Ponchock, x73017, or Jean Schunter, x79792.

Women Controllers. The Professional Women Controllers annual conference is scheduled for *Wednesday through Saturday, April 21-24*, at the Opryland Hotel in Nashville.

For more information, contact PWC, Inc, c/o Barbara Reyes, PO Box 17441, Nashville, TN 37217, (407) 321-5300.

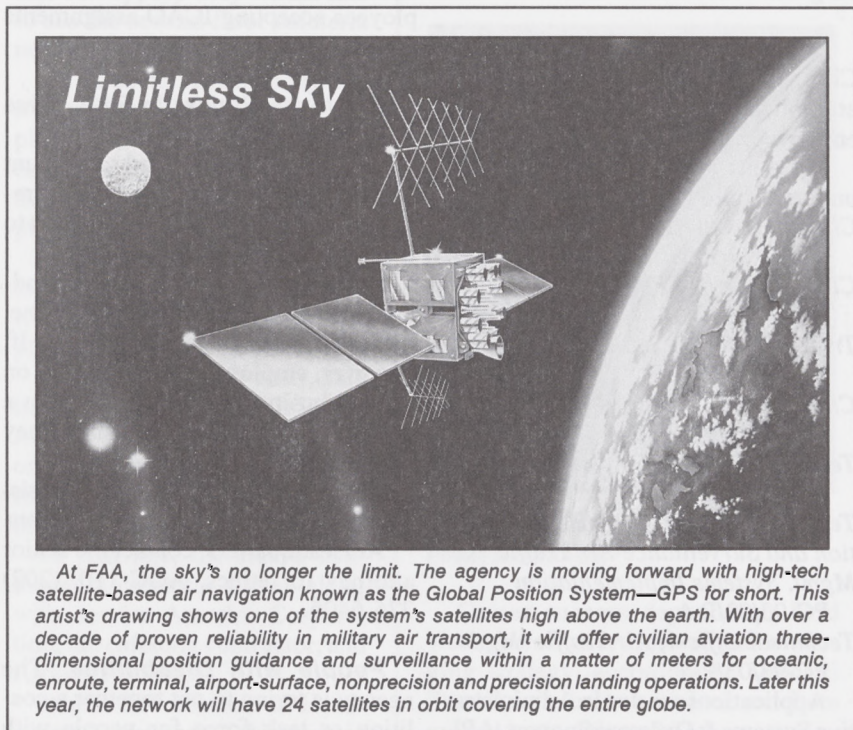
Healthier Babies. This year's March of Dimes "WalkAmerica" for healthier babies is slated for *Sunday, April 18*. The 20 kilometer walk starts at the Washington Monument at 9 a.m. with registration starting at 8 a.m.

Register by *Friday, March 26* by contacting Wanda Moore, x77588, or Ellen Butler, x73703.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Tough Challenge

FAA Seeks to Boost Efficiency, Quality and Cut Costs

The FAA faces a tough challenge of boosting service and agency responsiveness, efficiency and quality while cutting costs, says acting FAA Administrator Joe Del Balzo.

The agency's executive board recently outlined these goals and has developed management principles to guide future decisions.

"We need to adopt a fundamentally new way of doing business and to apply far more businesslike principles to achieve our objectives," Del Balzo recently told members of the Administrator's Management Team—the agency's top officials.

He emphasized that "managing for

results and economy must become every person's job and we must measure, recognize, and reward high quality, cost-effective management actions."

Del Balzo also stressed that this is a "dramatic shift" in the FAA's management focus and changes won't take place overnight.

Here are the goals with their management principles.

To increase service and agency responsiveness in the future, the executive board said the agency will be:

➔ Customer-focused to respond to customer needs with a sense of urgency.

turn to Challenge on page 4

Highlights

Life Insurance. An open enrollment for federal employees group life insurance—known as FEGLI—will be held from March 29 through April 30 for the first time since 1985.

An enrollment booklet, entitled "FEGLI '93," has been distributed to Headquarters employees this month.

Employees may enroll or add coverage during this time. FAAers not desiring to change, need not take any action.

New enrollments and changes will be effective the first pay period on or after May 30, as long as the employee is in a pay and duty status, i.e., at work and not on leave or in a non-pay status, for at least 32 hours in the preceding pay period. Otherwise, the election becomes effective in the following pay period, after the 32-hour requirement is fulfilled.

Life insurance election forms, SF-2817, are available in the Employee Relations Branch, room 522. Completed forms must be submitted to AHR-140, prior to close of business on April 30.

In Headquarters, for more information, call Ida Mack, x73881, or Barbara Claytor, x73873.

New Radar Systems. Pittsburgh and Atlanta are the first sites targeted for operational use of new airport surface detection equipment—better known as ASDE-3.

Commissioning at both sites is scheduled for late April.

The Pittsburgh and Atlanta systems are two of 33 radars currently under contract for 29 airports.

The ASDE-3 radar will be installed
turn to Highlights on page 2

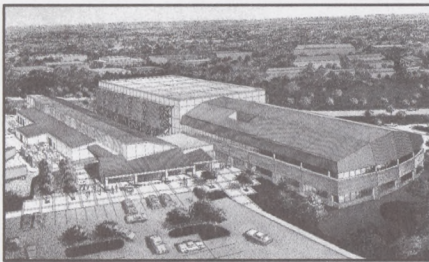
Highlights *from page 1*

to aid in the prevention of runway incursions and ground conflicts. Air traffic controllers will use it to safely and efficiently move aircraft on the ground during low visibility conditions and night operations.

The equipment will replace older and more maintenance-demanding ASDE-2 systems.

New Approach. The FAA awarded a \$18.4 million contract to construct a new approach control facility for metropolitan Chicago.

The new terminal radar approach control facility—to be built on a 15-acre site in nearby Elgin—will be responsible for managing air traffic within 40 or 50 miles of O'Hare International Airport, including all commercial flights. It will replace the existing the approach control facility at O'Hare.



Artist's rendering of the new Chicago terminal radar approach control facility.

The new facility will also handle flights to and from satellite airports, including Chicago-Midway, DuPage, Waukegan, Meigs and Glenview Naval Air Station.

Casmosy, Inc. of Waukegan is expected to begin the construction of the bi-level, 108,860 square-foot building this spring. When completed in 1996, the facility will house 180 controllers and technicians.

In 1992, the O'Hare approach control facility handled 1.1 million instrument operations, making it the second busiest facility of its type nationwide.

\$3 Million Grant. DOT's Research and Special Programs Administration recently awarded a \$3 million grant to Northwestern University for the con-

tinued operation of the Infrastructure Technology Institute.

The institute seeks to create links between government, business and the research community for infrastructure development. It trains professionals to meet the need for environmentally sound transportation and conducts research to advance technologies, planning and construction.

Overseas Jobs. The International Civil Aviation Organization has several job announcements open to FAA employees.

Positions are being advertised are under the following vacancy numbers:

Chief, Internal Audit Office
PC-92/22/P-5

Chief, Economic Policy Section
PC-92/23/P-5

Training Officer
PC-92/24/P-4

Chief, Training Central Unit
PC-92/25/P-5 or P-4

Technical Officer, Communications
PC-93-01-P-4

Technical Officer, Comms., Navigation and Surveillance-Air Traffic Mgmt. Systems Implementation
PC-93/02/P-4

Technical Officer, Air Traffic Mgmt.
PC-93/03/P-4

Applications are due in Administrative Systems & Overseas Support, API-19, by April 5, for vacancies PC-92/22/P-5 through PC-92/25/P-4 or P-5.

Applications for vacancy numbers PC-83/01/P-4 through PC-93/03/P-4 are due by May 10.

For more information about salary, qualifications, applications and benefits, contact your servicing Human Resource Management office or API-19, (202) 267-9085.

Initial appointments are three years for all assignments. Government employees accepting ICAO assignments are entitled to reemployment rights.

Employee Ethics. In FAA, there are no free gifts.

Employees are required to account for any gift, gratuity, or benefit received from private sources incident to the performance of official duty.

If a door prize is won while attending an event during official duty time, the prize belongs to Uncle Sam. If, however, employees are travelling on official business and enter and win a contest that is open to the public, they may keep the prize.

For more information, contact assistant chief counsels in regions and centers.

At Headquarters, contact the senior attorney for ethics, AGC-110, (202) 376-6406.

People with Disabilities. The agency is trying to put together a coalition or task force for people with disabilities. Contact Alrita Simons, ACR-5, (202) 267-5794.

Foster Children

Determining Health Care Eligibility

Additional guidelines for determining health care eligibility for foster children, including grandchildren, have been issued by the Office of Personnel Management.

A grandchild may be covered under an employee's Federal Employees Health Benefits enrollment if he or she is financially dependent on, and living with, the employee in a parent-child relationship. Also, the employee must intend to raise the child to adulthood.

The parent-child relationship requirement, regardless of whether or not a natu-

ral parent lives in the home, is satisfied when the child lives with, and is financially dependent upon, the employee. A court order for custody is not required if the natural parent lives in the home.

An FAAer must provide evidence that the child being claimed is a dependent. A written statement must also be provided indicating that the employee intends to raise the child to adulthood.

For additional information, call Ida Mack, (202) 267-3881, or Barbara Claytor, (202) 267-3873, in the Employee Relations Branch, AHR-140.

Cafeteria Survey FAAers Want Published Menus

Some 60% of Headquarters FAAers who answered an informal survey, say they would like to see the second-floor cafeteria menu published.

Of 1,323 surveys recently distributed by the Headquarters Employee Participation Group, 523 employees responded. Most of those said they favored routine publication of the menu.

A significant number of comments received indicated a desire to see prices and daily specials published, too.

Bob Cripe, HEPG chair, said the group will work with Public Affairs and other Headquarters organizations to discuss the possibility of publishing menu information.

A year ago, the HEPG conducted a cafeteria survey along with Service America Corporation, the cafeteria contractor, and Airway Facilities.

About 500 FAAers at Headquarters responded. Many said they were dissatisfied with the quality and cost of food, but satisfied with the service and management.

Last year's poll also showed strong concern for prices charged in relation to the quality of food offered. Many suggestions included adding pizza to the menu and expanding the salad and pasta bar.

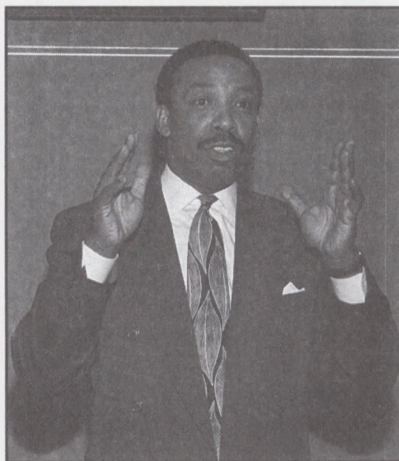
Cripe said that because of the results of the first survey, the employee group, Headquarters Facilities Management Staff, GSA Concessions and Service America have been working together to improve food quality, price, service, selection and the cafeteria's environment.

continued on on page 4

Merits of Hard Work 'Clock Watchers Are Not Top Notchers'

Would you promote someone who watches the clock or puts in extra effort?

That's not a hard question to answer says a career planning expert who recently spoke to FAAers at Headquarters.



It's not unusual for successful people to work 10, 12 or more hours a day, Leonard Powell tells FAAers.

Career success depends on hard work, persistence, vision, and a winning strategy, according to Leonard Powell, who believes "clock watchers are not top notchers."

And that means developing a "workaholic attitude," says the founder and president of Powell & Reese, Inc.,—a consultant to government, corporations, professional associations, and volunteer organizations.

Here's more advice from Powell on ways, in addition to working hard to excel, women and minorities can market themselves and break down barriers to their careers.

➔ Have a vision of what you want. Dream big and control your thoughts by focusing on the positive.

➔ Control your "states." Come to work with an enthusiastic attitude. Have your body language coincide with your positive thinking.

➔ Commit to excellence. Strive to be the best, and don't settle for less.

➔ Accept total responsibility for

yourself. Depend on yourself and your ability to be successful at work.

➔ Be known for speed and dependability. Show that you utilize your time wisely. Learn to prioritize your work and complete the task in a timely manner.

➔ Be teachable and focus on professional development. Always be ready to learn whether its through reading or one-on-one instruction. Always try to do your best.

➔ Be prepared to go from peak to peak. Learn to accept the good times as well as the bad in your career. Bounce back, and learn from mistakes.

➔ Talk to people who are doing what you want, or who have records of success. Focus on making the career move you've always wanted to make. Surround yourself with qualified and professional people, and ask others who have attained success to be a mentor to you.

➔ Always demonstrate honesty, integrity, and a good work ethic.

➔ Be willing to act and take risks. Chart career moves, and follow through—even if you aren't successful the first time, keep trying.

Powell's presentation was sponsored by the Federal Women's Program Committee.

Headquarters Intercom

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Michael A. Malden
Art Director

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Flightplan

Human Factors. The second annual International Civil Aviation Organization (ICAO) flight safety and human factors global symposium will be held at the Omni-Shoreham Hotel, Washington, DC, *Monday through Thursday, April 12-15.*

The topic is "human factors training program for operational personnel."

The event is sponsored by ICAO and hosted by FAA.

For more information, or to register for the event, contact Diane Christensen of BioTechnology, Inc., (703) 534-8200, or Jean Watson, Office of Aviation Medicine, 366-6985.

Info Technology Day. Information Technology Day on *Wednesday, April 14* has a full schedule of activities to help employees learn more about how the agency uses information technology now in and in the future.

Here are some events:

Challenge *from page 1*

→ Deliver quality products and services on schedule and within budget.

→ Publicly account for meeting FAA goals and expect agency customers to help assess successes and failures.

To boost efficiency, the FAA will:

→ Make every FAA employee accountable for containing, reducing and managing costs.

→ Know the "real" cost of delivering quality products and services at the unit level.

→ Reward cost reduction, elimination of duplicate effort, streamlining of unwieldy processes and elimination of unnecessary levels of management, while maintaining top quality products and services.

→ Make timely decisions based on accurate, current data.

→ Design FAA systems and processes to support FAA customer needs, support the agency's goals and objectives and respond to changing priorities, be flexible, and produce services and products without waste.

→ Keynote speech by Dr. James Martin, 9 a.m. to 12 noon, third-floor auditorium.

This internationally-known speaker will discuss how to meet the business challenges of the 1990s by using information technology tools of today, such as enterprise engineering. Reserve a seat by calling x79973.

→ Demonstrations of key FAA automated systems by Aviation Standards, Air Traffic, Regulation and Certification and Information Technology, 1 to 4 p.m., FAA lobby.

→ Video-taped information technology-related "hot" topics, such as CASE Tools and Open Systems, one-hour long each, 1 to 4 p.m., fifth floor near the credit union.

→ Information Technology tech lab open house, showing state-of-the-art technologies, 1 to 4 p.m., room 607.

The event is hosted by the Office of the Assistant Administrator for Information Technology.

To guarantee quality, the executive board said the FAA will:

→ Make planning a central tool for dealing with today's issues and tomorrow's challenges.

→ Make sure the organizational structure supports the delivery of services and products.

→ Use internal and external assessment of agency services, products and systems to improve the way the FAA generates and delivers quality products and services.

→ Make sure operational plans and agency budgets are driven by the FAA's mission.

→ Hire and develop managers who are committed to meeting agency performance goals.

→ Assign finite tasks to boards, task forces and committees and then dissolve them when the products are delivered.

→ Create a non-traditional, highly flexible personnel system to provide a diverse work force to accomplish the agency mission.

Diversity Forum. The Associate Administrator for Airway Facilities is holding an Airway Facilities diversity forum in the FAA auditorium on *Monday, April 19*, from 1 to 3 p.m.

All Airway Facilities employees are encouraged to attend and participate in the discussions.

Employees who want to submit a topic for future meetings, or need additional information, should call Kathy Ponchock, x73017, or Jean Schunter, x79792.



Cafeteria *from page 3*

Here's what has happened, Cripe points out:

→ Service America expanded the salad and pasta bar, offering a wider variety of fresh vegetables and pastas. Pizza and fresh waffles were added to the cafeteria's menu.

→ Lighting has been improved.

→ Donated art was installed throughout the cafeteria.

→ Cleaning services have been improved.

The group is now focusing on a cafeteria renovation project and will review and comment on GSA's draft redesign proposal.

Plans call for these changes:

→ Separate service bars for salads, hot and cold entrees, sandwiches and desserts.

→ New tables and chairs; and floor and wall coverings.

→ New food preparation and service equipment.

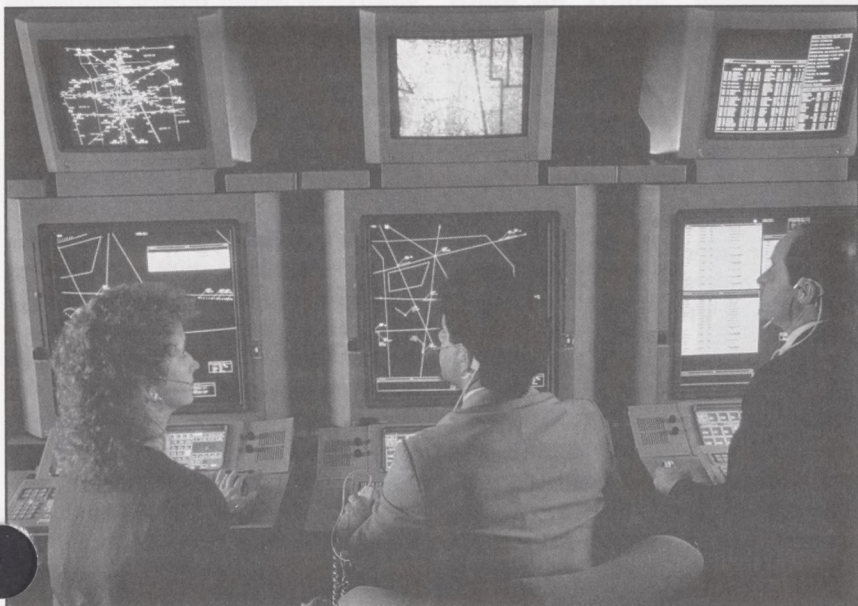
Because of budget cuts, however, cafeteria renovations may not begin until 1994.

Cripe said the employee group is "committed to continuing efforts to bring about further changes and improvements in our work environment."

Cripe emphasized that the HEPG welcomes and encourages Headquarters FAAers to make suggestions and recommendations and become active in the HEPG or their organization's Employee Participation Groups.



Headquarters Intercom



FAA has made a series of changes to correct problems plaguing the high-tech Advanced Automation System.

Getting AAS Back on the Centerline

FAA Makes Changes, Moves Ahead With System Update

While general news coverage over the past few weeks has focused on delays and cost overruns associated with the Advanced Automation System (AAS), scant attention has been paid to measures FAA has taken to get the program back on the centerline.

During a special March 10 congressional hearing, acting Administrator Joe Del Balzo outlined FAA's changes to correct AAS problems. They include:

→ The program director for the overall AAS program, Mike Perie, now reports directly to the Administrator.

→ The program director has the power to make decisions on issues affecting requirements, except where schedule or cost will be affected by the change. That authority is reserved for

the Administrator.

→ The program director is accountable for cost containment and keeping AAS on schedule.

→ FAA's Acquisition Review Council, chaired by the Administrator, will review the status of AAS at least every two weeks, more often if necessary.

→ Separate program managers for the different segments of AAS are being selected. The segment program managers will report to the overall AAS program manager.

After meeting with the House Aviation Subcommittee, the agency agreed to provide monthly progress reports to the panel.

The AAS is the cornerstone of the *turn to Back on the Centerline on page 3*

Highlights

EEO Awards. Thirty FAAers from across the country recently were honored with the "FAA Administrator's Award for Excellence in Equal Opportunity" at a Headquarters ceremony.

Turn to page 4 to find out who they are.

Big Boss. What happened to an FAAer who saw the "big boss" running near the Lincoln Memorial?

Find out in "People" on page 6.

Aviation Pioneer. The April issue of *FAA World* chronicles the stellar aviation career of FAA's first administrator, Elwood "Pete" Quesada. Quesada was 88 when he died in January.

DOT General Counsel. President Clinton has nominated Stephen Kaplan, a former Denver city attorney, to become the next DOT General Counsel.

Modernizing NAS. As part of FAA's effort to modernize the national airspace system (NAS), FAA awarded a \$121.6 million contract to the Aerospace Division of General Electric, Reston, VA.

The three-year contract calls for planning, engineering and support for the installation of navigation, communications, automation, surveillance and other equipment at air traffic control facilities.

General Electric will do transition planning and engineering to lay the installation groundwork, ensuring that all delivered equipment fits and properly functions in the NAS. In most cases, the new equipment and systems

turn to Highlights on page 2

Highlights *from page 1*

must be installed without interrupting air traffic operations.

The installation support contract has a three-year performance period with two, two-year options. The work will be conducted at FAA Headquarters, regional offices and field locations.

Stronger Partnership. The need for a stronger partnership between industry and FAA was emphasized by Aircraft Maintenance Division Manager Fred Leonelli at the recent Professional Aviation Maintenance Association convention and trade show.

Leonelli, who was the event's keynote speaker, told more than 550 association members attending the New Orleans convention, that "the need for such a partnership is greater than ever in the face of economic problems affecting the industry and global competition."

Leonelli outlined three key areas that FAA is increasing to form a strengthened partnership: education, communication and recognition.

He explained that in addition to sponsoring many educational programs and seminars, the agency communicates with the aviation community through listening sessions and the FAA hotline. The agency recognizes maintenance technicians through the aviation maintenance technician awards program and the Charles Taylor "master mechanic" award.

Leonelli also stressed the need for the development of higher ethical and performance standards for maintenance professionals. He stated that industry—not FAA—should take the lead in establishing and managing such standards.

ASD Awards. System Engineering and Development, ASD, is looking for nominations for the organization's

fourth annual awards program.

Employees have the opportunity to nominate colleagues for making outstanding contributions to the FAA mission, the quality of the ASD workplace, or the community.

Nominations should be submitted to the appropriate committee member no later than Friday, April 23.

Nominees and award recipients will be recognized at the ASD awards ceremony in the FAA auditorium on Thursday, May 27, at 10 a.m. Recipients will also be recognized, and are eligible to compete, at the AXD awards ceremony on September 7.

CORN Conference. The fourth annual Computer Resources Nucleus (CORN) conference is scheduled Monday through Friday, April 26-30, in Arlington, VA.

The event will be held at the Ramada Renaissance Hotel near the Ballston Metro stop.

A key focus on the conference will be the revised transition plan for relocating the IBM applications to the full CORN platform.

The "in-place upgrade" will affect security, communications, conversion plans and standards.

Space is limited. For more information, contact Russ Davis, AIT-900, (202) 267-7747.

New Per Diem Rates. New per diem rates will expand the flat rates for meals and incidental expenses (M&IE) from a two-tier (\$26 and \$34) to a four-tier (\$26, \$30, \$34 and \$38) schedule.

The new rates, which went into effect on March 12, are applicable in the continental United States.

For more information, contact the Travel and Relocation Systems Division, AAA-300, (202) 267-8141.

FAA Vets. Military veterans account for 41.7% of the FAA's permanent employment, according to statistics compiled by the DOT Office of Personnel.

At the end of the 1992 fiscal year, the FAA had about 22,200 veterans. Of those, about 8,000 are Vietnam-era vet-

erans, 1,700 are listed as disabled veterans, and 1,200 receive compensation for disabilities.

Native Americans. The FAA is trying to form a national coalition or task force on Native American Indians and Alaska natives.

Interested employees are asked to contact John Ogden, AHR-120, (202) 267-7379, or Alrita Simons, ACR-5, (202) 267-5794.

People with Disabilities. The agency is also trying to put together a coalition or task force for people with disabilities. Contact Alrita Simons, ACR-5, (202) 267-5794.

Marine Meetings

Wanted: Former Military Air Traffic Controllers

The Marine Air Traffic Control Association is planning its second reunion in the Orlando area in October.

The group is made up of former marines who served in air traffic and related maintenance occupations in the United States Marine Corps.

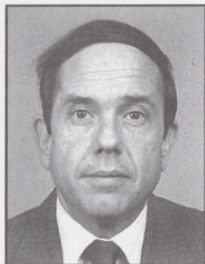
Group members say they have created the organization to "rekindle old friendships and maintain the esprit de corps and camaraderie marines are known for."

A number of FAAers are already members of the group and the organization is looking to recruit more.

Association members—who gave high marks to the first reunion held recently in Reno—emphasize that the organization is not an expressed group for "retired" marines, but rather "former" marines having served in air traffic and related military occupations.

A periodic newsletter is distributed to all members, which includes nostalgic items of interest and a mailing list of members.

FAAers interested in joining the group, or attending the upcoming reunion, should contact Boyd Murdock, Air Traffic Control Association, 19 River Bend Road, Heber Springs, AR 72543.



Fred Leonelli

AAS Explained

Outlining the Components

The Advanced Automation System—AAS for short—has these components.

Peripheral Adapter Module Replacement Item—PAMRI—which substitutes several pieces of existing equipment at air traffic control centers.

It provides higher radar data transmission rates, and will add data from more radar sites in the future. It will support full air traffic control operations under the present system, while providing redundancy to support transition to the second phase of AAS—the Initial Sector Suite System.

PAMRI is ahead of schedule.

Initial Sector Suite System—or ISSS—will introduce new workstations to enroute air traffic control facilities. It will rely principally on the automation capacity of improved main frame computers in all air traffic control centers. These “host” computers have performed extremely well since their completion in 1988.

Each workstation or “sector suite” will consolidate controller functions now performed at several scopes or workplaces into one suite.

Controller data will be portrayed through better displays that offer higher resolution, color and better depicted weather information.

Electronic flight data will replace handwritten paper strips.

The sector suite configuration, along with communications improvements, will enable the FAA to simply and speedily reconfigure airspace within an air traffic control center to respond to staffing and workload requirements. It also enables a supervisor to use one screen to monitor air traffic activity at any control station under that supervisor’s authority. Today, a supervisor must walk around the control room to observe air traffic control activity.

Terminal Advanced Automation System will consist of new equipment and software for the terminal operational environment.

Tower Control Computer Complex will introduce new software and selected hardware upgrade for airport control tower operations.

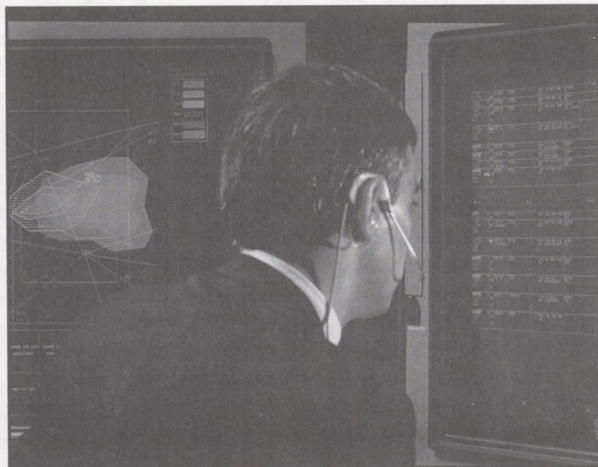
Advanced Computer Complex will have new software and selected hardware upgrade for consolidated air traffic operations.

Automated Enroute Air Traffic Control will help to save fuel and bring about other efficiencies in the enroute traffic environment.

This part of AAS will evaluate radar data to combine aircraft locations, altitudes, and velocities along with wind speed predictions.

Looking ahead as far as 20 minutes, it will scan for potential conflicts with other aircraft, high-

lighting in red the potential collision course on the controller’s screen. It will then rank potential course corrections for the controllers who will decide what action to take. This will help in assigning aircraft more direct and fuel efficient routes, saving time and money.



An Advanced Automation System workstation can process radar-tracking information, detect potential conflicts and warn controllers of off course aircraft.

Back on the Centerline *continued from page 1*

agency’s modernization efforts. The contract was awarded in 1988 to IBM.

About two years ago, FAA and IBM modified the contract, causing a 19-month delay in the development of controller work stations—known as the initial sector suite system.

Five months of the delay, Del Balzo told members of Congress, were due to FAA requirements changes and 14 months were caused by software development problems encountered by IBM.

Last November, IBM told the FAA it faced another 14-month slippage because of significant software development problems.

After that delay, the FAA insisted that IBM come up with a plan to cure the problem, set a course correction and firm up a schedule.

IBM responded to FAA’s concerns, Del Balzo said, and has taken “a number of positive actions.

“They now have a much strength-

ened management focus on this program, along with greater resource commitment,” Del Balzo said. He added that IBM has also strengthened its internal audit and testing procedures.

Headquarters Intercom

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Changing Times

30 FAAers Honored with Administrator's Awards for Excellence in EEO

Turning the spotlight on 30 FAAers from across the nation, acting FAA Administrator Joe Del Balzo lauded them for their Equal Employment Opportunity accomplishments.

Del Balzo handed out the "FAA Administrator's Award for Excellence in Equal Employment Opportunity" laurels at the 15th annual ceremony at FAA Headquarters on March 16.

The recipients were culled by a special selection panel from 94 nominations—the largest number in the history of the honor.

As he read through the award commendations, Del Balzo commented how

struck he was by the far-reaching changes that have taken place within the FAA over the past 16 years. "We have changed—not just as an organization, but as people—since the first set of EEO awards were given out."

Among those being honored were 15 FAAers in supervisory and senior management positions.

Del Balzo emphasized that they were being recognized for an aspect of their leadership which would have "rated scant attention 20 years ago."

"The high priority we give today to the recruitment of minorities and women was of very little concern at the time most of

the individuals in this group were starting their careers," said Del Balzo. "I believe it's a testament to their quality as leaders that they not only adapted and conformed to changing times, but seized the initiative in aggressively pursuing the ideal of diversity."

Del Balzo said that other award recipients "offer dramatic evidence of the way the agency is vigorously reaching out—not only to bring minorities and women into the organization—but to make meaningful contact with the youth and the economically deprived of our nation."

Recipients of the 1992 superior achievement awards include:

James Aviles
Electronics Engineer
Technical Center

Carolyn Blum
Associate Administrator for Contracting and Quality Assurance
Washington Headquarters

Louis Bona
Testing and Evaluation Service Director
Technical Center

Marcos Costilla
Airway Facilities Division Manager
New England Region

Mariann Crane
Personnel Officer
Northwest Mountain Region

Alvin Crenshaw
Supervisory Air Traffic Control Specialist
Southwest Region

Walter Daigle, Jr.
Airway Facilities
Assistant Sector Manager
Great Lakes Region

Dean Edmonds
Air Traffic Control Specialist
Western-Pacific Region

Francisco Estrada C.
Management Program Analyst
Washington Headquarters

Joseph Foster
Air Traffic Manager
Western-Pacific Region

Garrome Franklin
Deputy Regional Administrator
Central Region

Darlene Freeman
Associate Administrator for Aviation Safety
Washington Headquarters

Timothy Gress
Air Traffic Area Supervisor
Great Lakes Region

Mamie Harley
Logistics Management Specialist
Southwest Region

Cecil Hoyer
Program Analyst
Washington Headquarters

Daryl Johnson
Aerospace Engineer
Southwest Region

Ingrid Johnson
Aerospace Engineer
Southwest Region

Mary Juarez
Air Traffic Secretary
Great Lakes Region

Mamie Mallory
General Engineer
Washington Headquarters

Ricardo Mills
Air Traffic Control Specialist
Southwest Region

Edward Phillips
Regional Administrator
Great Lakes Region

Janice Pope
Employee Development Specialist
Southern Region

Marie Portis
Equal Employment Manager
Northwest Mountain Region

Maria Sanchez
Employee Development Specialist
Western-Pacific Region

James Sappier
Air Traffic Control Specialist
New England Region

Nicholas Stoer
Assistant Administrator for Budget and Accounting
Washington Headquarters

Lawrence Stroud
Computer Specialist
Technical Center

Henry Verbais
Public Affairs Specialist
Western-Pacific Region

Robert Weins
Resource Management Service Director
Technical Center

William Williams, Jr.
Aviation System Standards Director
Mike Monroney Aeronautical Center

50 Years-Plus

FAAer George Mathieu Eclipses Half Century as Federal Worker

After working for Uncle Sam for 50 years—most with the FAA—keeping up with aviation is still one of George Mathieu's passions.

"In aviation, the word 'impossible,' should not be in your vocabulary," he says, emphasizing its endless possibilities.

Mathieu's half century anniversary went unnoticed last August, but now he's ready to retire at the end of May.

Mathieu says he loves his work because he loves photography—and that's how his story begins.

As a college student, Mathieu didn't work his way up. He started there. Mathieu submitted photos and a story about a Westchester County construction project to *The New York Times*. The *Times* took Mathieu's work, paid him and wanted more.

He ended up working as a *Times* freelancer on Fridays, his day off from school, and used the money to pay for his education.

He kicked off his federal career in 1941 as a writer and director of the Navy's photographic science lab, working on technical films. One of his many military assignments included shooting the construction of a weather station in the Canadian arctic.

He also worked with Walter Cronkite on an air power film series of World War II.

In 1957 it was off to the Civil Aeronautics Administration after serving active duty with the Navy and Air Force.

Back then, the forerunner of the FAA was housed in temporary buildings nestled beneath the Washington Monument.

The agency had no motion picture equipment when Mathieu arrived and he vividly recalls large rats roaming the buildings when he left in the evenings.

Mathieu has seen a lot of changes in

his job. Now, as a senior media communications specialist in Headquarters Public Affairs, Mathieu still designs, plans, writes and directs the graphic design of FAA aviation displays that have circled the globe—from Tokyo to the Paris Air Show, to local flight stan-

dards and airport district offices and automated flight service stations.

Mathieu recently designed a cost-effective table-top display that is easy to assemble and is being sent to hundreds of locations throughout the country.

The displays highlight several safety subjects of interest to pilots including runway incursions, new runway signs, windshear, automated weather observation systems and direct user access terminal systems.

Why has Mathieu stayed with the FAA so long?

He says it's his love of aviation and his childhood influences. Early in his career, Mathieu was impressed by two people—his grandfather, who was a photographer, and a family friend, Othmar Ammann, who was involved in building the futuristic Dulles airport terminal and the George Washington Bridge.



George Mathieu interviews an FAA technician during the construction of Dulles International Airport in 1961.

Avoiding Alcohol

Aviation Medicine Sponsors Awareness Seminar

To mark April as National Alcohol Awareness Month, the Office of Aviation Medicine is sponsoring an awareness and training seminar on Wednesday, April 14, from 1:30 to 3:30 p.m. in conference room 8ABC.

The event is part of a nationwide effort to provide training and awareness of alcohol-related problems in the community and workplace.

The guest speaker will be Arthur Johnson, chairman, Safe Travel America.

FAA's Chief Psychiatrist Dr. Barton Pakull, Wellness Program Manager Sam Hart, and Headquarters Employee Assistance Program

Manager Kim Brams, will address the psychological effects of alcohol.

Several alcohol-prevention community organizations will be available to answer questions and provide demonstrations in the latest methods of alcohol testing.

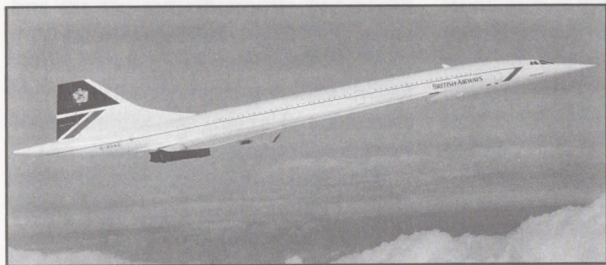
Prizes will be awarded to three Hine Junior High students for their participation in the Office of Aviation Medicine's alcohol awareness poster contest.

Refreshments will be served and the FAA Chorale will entertain.

All Headquarters FAAers are invited to attend. For more information, contact Norm Young, x78261.

Peña Pursues New Air Pact

DOT Gives Green Light to Airline Deal... With Reservations



British Airways has proposed a three-phase investment plan in USAir.

Saying the existing aviation pact between the United States and the United Kingdom doesn't give domestic airlines enough access to British markets, DOT Secretary Federico Peña is pursuing a new bilateral aviation agreement between the two countries.

At the same time, he announced a review of the controversial British Airways' proposed three-phase investment in USAir and a one-year approval of the two carriers' requested code-sharing and leasing arrangements.

The DOT approved code-sharing on

flights between 38 U.S. cities and London.

It also okayed a request that USAir furnish crews and aircraft to operate British Airways' flights in the London-Baltimore and London-Pittsburgh markets.

But the DOT rejected a USAir proposal to provide similar crews and aircraft for British Airways flights between London and Charlotte saying the British carrier does not now hold authority to serve that market.

The DOT order, issued on March 15, set up a public docket and requested specific comments on the issue of USAir's continuing status as a U.S. citizen.

The department said its preliminary

review indicates that British Airways' initial investment of \$300 million does not impair USAir's citizenship.

But because of the ongoing nature of the investment, the DOT cautioned, there is justification for further analysis with the aid of public comment.

In the meantime, the DOT advised the two airlines not to proceed with the second and third phases of the transaction—which could add another \$450 million investment by British Airways—until a review of USAir's citizenship has been wrapped up.

This is the second time that USAir and British Airways have applied for these authorities. Last year, the two carriers reached an agreement for British Airways to invest \$750 million in USAir in return for a substantial share of USAir's equity, representation on USAir's board of directors and various powers to influence USAir's decisions and operations.

USAir

People

Top-Level Jog. It was a slower pace for a seasoned runner, but Robby Langenfeld didn't mind.

Langenfeld, a personnel management specialist with FAA's Senior Executive Resource Staff, along with two friends, were running near the Lincoln Memorial early on a recent Sunday morning. The three women happened to see the President running by himself, accompanied by three or four secret service agents.

They asked if they could run with him and he said "sure, come along." So they did for two miles.

Langenfeld said Clinton was talkative and friendly and "couldn't have been nicer." The secret service agents were more serious. They didn't chit-chat.

Langenfeld and her group were on the return leg of an early morning run

that takes them from the Pentagon to the Capitol and back. They made an extra loop around the Lincoln Memorial reflecting pool to run with the President.

A Note of Thanks. Michael Smith, Office of Rulemaking, spent this past New Year's Eve in the hospital having emergency bypass surgery.

Next to surviving the experience, Smith said that one of the best things that happened to him was the overwhelming response he received from co-workers and others throughout the agency who donated leave.

Smith, who is now back at work, said, "There is very little I can say to express how I feel about all of the great support I have gotten."

Bravo Award. Mai Nguyen, a personnel management specialist in the Staffing Policy Division, was recently

honored with the 1993 Bravo Award by the *Hispanic Times*, a bi-monthly magazine.

She was nominated by the Mexican American Engineer and Science Society.

The annual award recognizes individuals who significantly support activities of Hispanics and their communities.

In announcing Nguyen as one this year's three recipients, the publication stated that she "exhibits a devotion to duty and a keen awareness of the vast potential of Hispanics."

Nguyen represents the Human Resource Management organization in numerous recruitment and marketing endeavors. Previously, she was a marketing officer for the Peace Corps.

She holds a bachelor of arts degree in languages and political science from Wayne State College. She has done graduate work at Ohio University.

Pay Up

Outstanding Vouchers Result in Pay Deductions

FAAers with outstanding travel advances of more than 30 days, are advised to pay up to avoid having the money taken out of their paychecks.

Starting April 18, the DOT is conducting a comprehensive test of an automated system that will issue demand letters to employees with delinquent travel advances. Called the automated travel advance collection system, it will then automatically process salary offsets for employees who don't respond.

The test itself will not result in salary offsets, but if successful, full-scale implementation will begin on May 17. Pay deductions are scheduled to begin July 6, covering the pay period ending June 27.

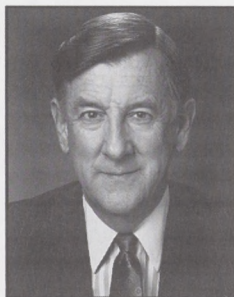
Employees are required to liquidate any outstanding advance balances immediately after returning from a trip. Balances are considered delinquent 30 days after an employee's return.

Continuing advances become delinquent when no reimbursement voucher is submitted for a 45-day period following the last voucher submitted. They are considered excessive when the amount exceeds projected needs for 45 days, based on the employee's reimbursed expenses for the latest 90-day period.

Prior to system implementation, employees are encouraged to settle any outstanding advances for more than 30 days after trip completion to avoid salary offsets.

FAAers with continuing advances should review their advance in accordance with the above criteria and liquidate if there has been no travel activity for 45 days.

Travelers with continuous travel activity, who submit monthly reimbursement vouchers, should review the amount and liquidate anything in excess of that needed to cover 45 days of travel.



Dr. James Martin

Tight Times

Info Technology's Goal: Doing Better With Less

A program on Wednesday, April 14 at FAA Headquarters will help managers and staff take a new look at how the agency does business and meet the challenge of doing better with less.

Information Technology Day is a day-long program to aid FAAers view cost cutting as an opportunity and use information technology to achieve it.

Theron Gray, Assistant Administrator for Information Technology, invites all FAAers to participate in these events.

Wired Society author to speak. Dr. James Martin, author of *The Wired Society*, for which he received a Pulitzer Prize nomination, will speak from 9 a.m. to 12 noon in the FAA auditorium.

He will discuss the business case for using information technology to meet the challenges of the 1990s. Martin was named by *Computerworld* magazine as one of the most influential people in the information systems community.

Taped copies of the presentation and a printed copy of the handout will be provided to the regions and centers through their information resource managers. Martin will discuss these topics:

→ Strategic visioning and information as a resource which must be managed.

→ What Enterprise Engineering and business process re-engineering methodologies are and how they are used.

→ How a business and information technology provider partnership can tame the rapidly changing business environment.

After a break, Martin will discuss in greater detail the tools and techniques that make Enterprise Engineering work. Topics include information engineering, object-oriented information engineering, client-server, and graphical user interfaces.

Automated systems on display. Seven of the automated systems that the FAA uses will be demonstrated from 1 to 4 p.m. in the building lobby. They include AVS' Instrument Approach Procedures Automation and Aircraft Management Information System, Flight Standards' World Master Minimum Equipment List and Airman Certification Rating Application, Air Traffic System Management's Enhanced Traffic Management System and Flow Management Model, and AIT's FAA Executive Decision Support System.

AIT Tech Lab open house. From 1 to 4 p.m. in room 607, Tech Lab staff will demonstrate emerging technologies which show promise for helping FAAers in developing applications more quickly and maintaining them more efficiently. These include object-oriented technologies and Computer Assisted Software Engineering (CASE) tools.

'Hot topics' on video. One-hour video-taped discussions will be shown on the 5th floor across from the credit union from 1 to 4 p.m. Topics include Information Age: CASE Solutions, Perils of Object Orientation, and Distributed Computing for Open Systems.

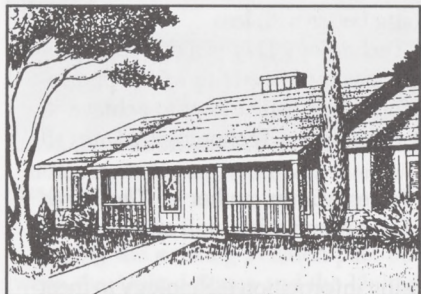
New brochure. A new brochure, *Information Technology: Tools for Success*, will be available.

Reserving a seat. Space is very limited. To reserve a seat for the Martin talk, contact Dani Levenson, AIT-200, x77793. Contact Elli Klein, AIT-200, x79972 for more information or to make suggestions about the presentations.

Flightplan

Buying a Home? A seminar on how to buy a home will be held on *Wednesday, April 7*, from 10 to 11:30 a.m., in conference room 8ABC.

The event, which targets first-time buyers, renters and small investors,



will provide information on resale properties and financial planning. It is sponsored by the Federal Women's Program Committee.

For more information, call Fred Williams, AHR-152, x77963, or Diane Ables, AHR-120, x73880.

Stealth pilot. Air Force Colonel Ralph Getchell will recount his Desert Storm experiences when he flew 18 combat missions as a stealth fighter pilot.

His presentation begins at 7:30 p.m., *Thursday, April 22*, in the Langley Theater of the National Air and Space Museum.

Life Insurance. An open enrollment for federal employees group life insurance—known as FEGLI—runs through *Friday, April 30*.

Employees may enroll or add coverage. FAAers not desiring change, need not take any action.

Life insurance election forms, SF-2817, are available in the Employee Relations Branch, room 522. Completed forms must be submitted to AHR-140 prior to close of business on April 30.

For more information, call Ida Mack, x73881, or Barbara Clayton, x73873.

Women Controllers. The Professional Women Controllers annual conference is scheduled for *Wednesday through Saturday, April 21-24*, at the Oryland Hotel in Nashville.

For more information, contact PWC, Inc, c/o Barbara Reyes, PO Box 17441, Nashville, TN 37217, (407) 321-5300.

Airline Collectibles. The third annual DC Airline Collectibles Show will be held on *Saturday, April 24* at the Rosslyn Westpark Hotel in Arlington.

The show is open to the public from 9 a.m. to 5 p.m. Admission is \$3 for adults. Accompanied children under 12 are admitted free.

The show is organized for collectors of many kinds of airline memorabilia including china and glassware, postcards, playing cards, pilot and kiddie wings, aircraft models, timetables and numerous items imprinted with airline logos.

Worldwide Communications. FAA, along with Transport Canada and Aeronautical Radio, Inc., is sponsoring a symposium on worldwide communications, navigation and surveillance, *Monday through Thursday, April 26-29*, at the Hyatt Regency, Reston, VA.

The first of its kind, the meeting combines the annual international aeronautical telecommunications symposium on data link integration and the annual international satellite surveillance and communications symposium.

The program will include technical sessions and panel discussions on ways to improve communications, navigation and surveillance, by using current and new technologies.

For more information, call Aeronautical Radio, Inc., (410) 266-4187.

Employee Ratings. Headquarters managers and supervisors are reminded that completed employee performance appraisals must be submitted to the Employee Relations Branch, AHR-140, by *Friday, May 14*.

The appraisal system covers General Schedule and Prevailing Rate employees.

There may be a few instances when an employee's rating must be extended. If so, the rating may not be extended past June 29 and the completed appraisal must be submitted to AHR-140 by July 6.

As a reminder, an employee's posi-

tion as of March 31 is the position in which he or she should be rated.

Also, an employee must be in a C position on March 31 to be eligible for a performance award.

Contact Phyllis Burbank, x73878, for more information.

Diversity Forum. The Associate Administrator for Airway Facilities is holding an Airway Facilities diversity forum in the FAA auditorium on *Monday, April 19*, from 1 to 3 p.m.

All Airway Facilities employees are encouraged to attend and participate in the discussions.

Employees who want to submit a topic for future meetings, or need additional information, should call Kathy Ponchock, x73017, or Jean Schunter, x79792.

Hidden Hawaii. A new film, "Hidden Hawaii," debuted at the National Air and Space Museum on April 3.

The 35-minute film shows *daily* at 6 p.m. in the Langley Theater. It leads viewers on a journey from molten lava to the world's tallest sea cliffs and the 4,000 feet beneath the ocean's surface—scenes photographed from a submersible craft built to withstand one ton of pressure a square inch.

Ticket prices are \$3.75 for adults and \$2.75 for children, students and senior citizens.

Barbershop Hours. The hours of operation at the FAA barbershop, located on the second floor in the Headquarters building, are *from 9 a.m. to 3 p.m., Monday through Friday*. The phone number is 488-4449.

Healthbeat

Alzheimer's Lecture. A "brown bag" lunch featuring a lecture on Alzheimer's disease will be held on *Wednesday, April 28*, from 11:30 a.m. to 12:30 p.m. in conference room 9B.

A representative from the National Volunteer Health Agency will be the guest speaker.

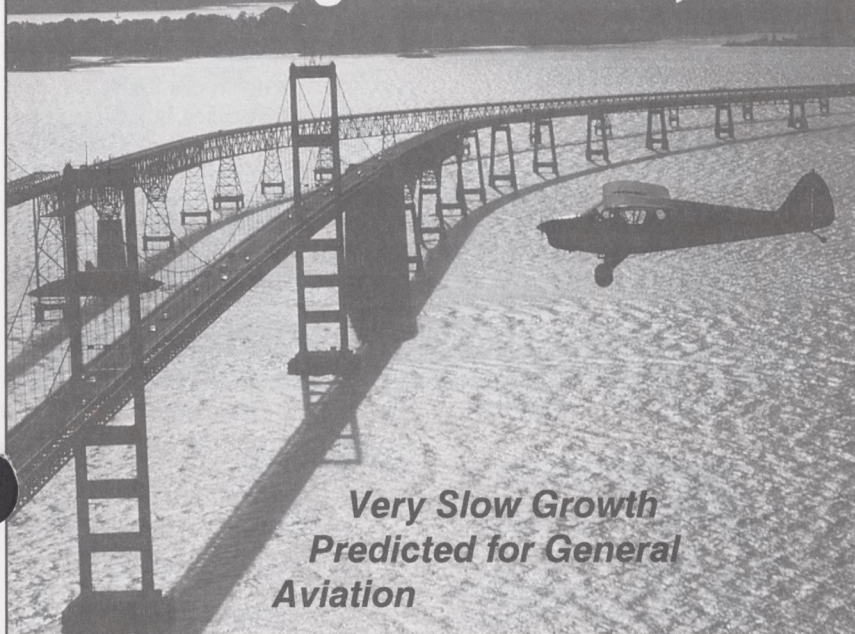
The event is sponsored by FAA's health awareness program.



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

Headquarters Intercom

Not the Brightest Future, But...



**Very Slow Growth
Predicted for General
Aviation**

Piper Cubs, like this one flying over the Chesapeake Bay Bridge, are part of the general aviation fleet only expected to grow at the rate of less than 1% a year.

The future of general aviation isn't as bright as aviation experts had hoped, the FAA says, but there are positive signs after years of decline.

The FAA predicts slow growth through 2004 as it released its yearly forecast for general aviation.

The size of the general aviation fleet is expected to grow at a rate of less than 1% a year, 0.6% to be exact.

Hours flown are projected to creep up 1.4% annually to 35.3 million in 2004.

It's "slow growth...but growth nonetheless," acting Administrator Joe Del Balzo told those attending the agency's 11th Annual General Aviation Forecast Conference in Orlando on March 11.

Del Balzo outlined reasons why gen-

eral aviation has been "hurting," but added that the FAA is taking steps to keep the industry viable.

General aviation has been buffeted by product liability suits which have caused the price of an airplane to double and triple since 1978.

Last year, only 899 general aviation aircraft were sold—the lowest number since the 1920s when flying was still in its pioneering phase, Del Balzo said.

General aviation has also been hurt by high fuel and maintenance costs, the recession, the loss of the investment tax credit in 1986, the 10% luxury tax and by the success of deregulation which has extended air service to more communities.

turn to Future on page 3

Highlights

No. 2 DOT Post. Mortimer Downey, executive director and chief financial officer of New York City's Metropolitan Transit Authority (MTA), has been nominated by President Clinton as the new deputy DOT Secretary.

Before joining MTA in 1981, Downey served four years as DOT assistant secretary for budget and programs. He also was a transportation programs analyst for the House Budget Committee and held a number of posts with the Port Authority of New York and New Jersey.

Griggs Honored. FAA's former Assistant Administrator for Airports Leonard Griggs was recently honored by the Airport Council International-North America.

Griggs was recognized at a joint meeting of the council, the American Association of Airport Executives and the Aero Club of Washington, for "outstanding leadership" on behalf of airports and the nation's aviation industry.

Curtailing Collisions. Improvements have been made in computer software programs for the traffic alert and collision avoidance system—known as TCAS—to reduce premature or unnecessary alerts of potential collisions with other aircraft.

The system is designed to warn flightcrews of potential collisions with other aircraft and recommend avoidance maneuvers.

During the early implementation of TCAS, airline pilots received a number of premature or unnecessary alerts,

turn to Highlights on page 2

Highlights *from page 1*

causing some flightcrews to deviate from their assigned flight paths. This resulted in a disruption of the normal flow of work in an air traffic facility.

The software improvements make the collision avoidance system more compatible with the air traffic control system by reducing premature and other unnecessary alerts.

More than 4,000 aircraft are currently equipped with TCAS. By the end of 1993, all aircraft with more than 30 passenger seats must be equipped with the new system.

Flightcrew Pairing. The FAA recently proposed a new regulation designed to prevent the pairing of a pilot and co-pilot in an aircraft type where both have only limited experience.

The regulation would take into account the experience level of the members of the flightcrew and the training they have received in a specific type of aircraft. It would prevent a pilot and co-pilot from being assigned to the same flight if each has fewer than 75 hours of operating time in a particular aircraft type.

The proposed rule would add other experience requirements for pilots. Under one proposal, a pilot who has received FAA approval to operate a specific type of airplane must log 100 hours of flight time in that type of aircraft within the next 120 days.

In order for pilots to obtain experience in all critical phases of a flight, the rule also would require that each pilot complete at least four operating cycles in his or her respective duty positions. An operating cycle is a complete flight segment consisting of a takeoff, climb, an enroute cruise portion, descent and a landing.

A co-pilot would not be able to get credit for operating experience for time spent observing the performance of flight deck duties by another pilot—only through performing those duties.

Training Contract. FAA has awarded a \$350,000 contract to USAir to provide training for agency inspec-

tors on Boeing 737 aircraft.

Under the contract, USAir will train 120 FAA airworthiness inspectors in its 737 aircraft systems course at the airline's Pittsburgh maintenance base.

Metrocheck Reminder. Metrochecks will be issued at FAA Headquarters, room 532, April 12-16, from 9 a.m. to 12 noon and from 1 to 3 p.m.

Other locations distributing metrochecks this month include: U.S. Coast Guard building, April 19-23, room 3319, from 9 a.m. to 12 noon; and the Nassif building, April 26-30, room 2418, from 9 a.m. to 12 noon.

New IG Office. The Inspector General (IG) recently established a new Office of the Assistant Inspector General for Inspections and Evaluations to provide independent and objective inspections and evaluations of the programs and operations of DOT.

The organization will have both Washington Headquarters and regional offices. Toni Dawsey is the acting manager.

The new office will review management, operational, policy, regulatory and/or legislative implications of transportation-related issues. It will provide the DOT Secretary, program managers within DOT, and Congress with timely feedback and reports.

The new organization will issue a notification memorandum to officially announce evaluations, inspections and congressional inquiries. Hotline complaints will continue to be unannounced.

Healthbeat

Avoiding Alcohol. To mark April as National Alcohol Awareness Month, the Office of Aviation Medicine sponsors an awareness and training seminar on *Wednesday, April 14*, 1:30 to 3:30 p.m., conference room 8ABC.

The guest speaker is Arthur Johnson, chairman, Safe Travel America.

FAA's Chief Psychiatrist Dr. Barton Pakull, National Health Awareness Program Manager Sam Hart, and Headquarters Employee Assistance Program Manager Kim Brams, address the psychological effects of alcohol.

Alzheimer's Lecture. A "brown bag" lunch featuring a lecture on Alzheimer's disease is *Wednesday, April 28*, 11:30 a.m. to 12:30 p.m., conference room 9B.

A representative from the National Volunteer Health Agency is the guest speaker.

FAA's health awareness program sponsors the event.

Secretary's Week

April 23 Training Sessions Focus on Attitude

To mark National Secretary's Week, two training sessions on "attitude and professionalism" are being held on Friday, April 23, at 9 a.m. and 2 p.m. in conference room 5ABC.

This year's theme is "In Touch with our Future."

The two-hour sessions will be presented by Employee Development Specialists Deborah Holden and Genise Stencil from the Training and Career Branch.

A videotape entitled "Attitude: Your Most Priceless Possession," will be the main focus of the presentation, followed by a discussion. Participants will

be asked to complete an attitude adjustment scale.

The event is sponsored by the Office of Civil Rights, the Federal Women's Program Committee and the Human Resource Management Division.

Due to space limitations, it is requested that each Headquarters organization submit no more than three nominations on FAA Form 3000-13, to Diane Ables, AHR-120, by April 16. Each participant will receive confirmation prior to the event.

For more information, contact Naomi Bryant, event chairperson, x79560, or Diane Ables, x73880.

Airshows Across the Country

FAA's DC-3 and Flight Inspection Aircraft
Travel from East to West



FAA's vintage DC-3 will soon be on display at airshows across the country.

FAA's vintage DC-3 and flight inspection aircraft are favorites at airshows across the country.

This year's exhibit—revitalized by the Office of Aviation System Standards—is more attractive and designed to increase public awareness about FAA.

To get an up-close glimpse of the planes and the exhibit, check out these dates and locations.

Sun 'N Fun
Lakeland, FL
April 18-23

Scout-O-Rama
Oklahoma City, OK
May 1

Andrews Air Force Base
Washington, DC
May 14-15

Aerospace America
Oklahoma City, OK
June 18-20

**Concord International
Air Festival**
Concord, NH
June 26-27

**Hibbing-Chisholm
Aviation Days**
Hibbing, MN
July 17-18

EAA Convention
Oshkosh, WI
July 29-August 4

Salt Lake City Expo
Salt Lake City, UT
August 28

Reno Air Races
Reno, NV
September 16-19

**Joplin Regional Airport
Open House**
Joplin, MO
October 2

Muskogee Air Show
Muskogee, OK
October 9-10

Future *from page 1*

Del Balzo also outlined steps the FAA is taking to help. Here are a few of them:

→ Late last year, Flight Standards issued the first general aviation action plan developed in partnership with trade and industry associations. The plan calls for FAA to conduct reviews of the designated pilot examiner and certified flight instructor programs, and continue to emphasize remedial education rather than punishment.

The agency also seeks to improve the timeliness and availability of certification services at a reduced cost, and provide information designed to assist in employing new technology to help general aviation.

A general aviation coalition meets regularly to promote safety and prosperity.

→ Last fall, the FAA issued a final rule setting up a more affordable primary aircraft category and streamlined the certification process for new entry-level aircraft.

→ FAA is putting the finishing touches on a procedure which will allow certain small, low performance, personal-use airplanes to be certified based on European-approved design criteria for these aircraft.

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Diane Spitaliere
Editor

Michael A. Malden
Art Director

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Flightplan

New Task Force. The Native American and Alaska Native Task Force meets *Wednesday, April 14*, 2 p.m., Civil Rights, conference room 1030.

For more information, contact John Ogden, x77379, or Roslynne Reed, x77322.

Aviation Science. The 1993 science and technology symposium, "Transportation and the Mathematical Sciences: The Changing Interaction," is slated for *Thursday, May 13*, 2 to 5 p.m., National Academy of Science, Washington, DC.

Sponsored by the Board on Mathematical Sciences, the event focuses on the increasing use of the mathematical sciences in planning and operations for surface and air transportation. Acting FAA Administrator Joe Del Balzo is one of many guest speakers.

The symposium is open to the public at no charge but, due to limited seating, advance registration is required by May 7.

To reserve a seat, or for more information, call the Board of Mathematical Sciences, (202) 334-2421.

Diversity Forum. The Associate Administrator for Airway Facilities holds an Airway Facilities diversity forum on *Monday, April 19*, 1 to 3 p.m., FAA auditorium.

All Airway Facilities employees are encouraged to attend.

Employees who want to submit a topic for future meetings, or need additional information, should call Barbara Froome, x77528.

'Ken Tenn' Weekend. The second annual 'Ken Tenn' weekend—a summer picnic for all FAAers in Kentucky and Tennessee—is on tap for *Saturday and Sunday, June 26-27*, Marriott Resort, Nashville. Southern Region Headquarters employees are also invited.

The event promotes interaction and better understanding of all FAA employees. Last year, more than 140 employees attended.

Proposed activities include a golf

tournament, softball, and a dinner cruise.

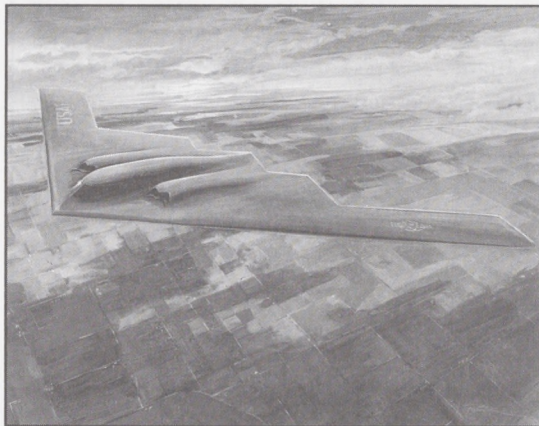
For more information, call Brad Burtner, (606) 371-5055, or Milton Jones, (615) 781-5460.

ASD Awards. System Engineering and Development, ASD, is looking for nominations for the organization's fourth annual awards program.

Employees may nominate colleagues for making outstanding contributions to the FAA mission, the quality of the ASD workplace, or the community.

Submit nominations to appropriate committee members no later than *Friday, April 23*.

Stealth Pilot. Air Force Colonel Ralph Getchell recounts his Desert Storm experiences as a stealth fighter pilot, 7:30 p.m., *Thursday, April, 22*, Langley Theater, National Air and Space Museum.



Artist's rendering of the U.S. Air Force's Stealth bomber.

Life Insurance. An open enrollment for federal employees group life insurance—known as FEGLI—runs through *Friday, April 30*.

Employees may enroll or add coverage. FAAers not desiring change, need not take any action.

Life insurance election forms, SF-2817, are available in the Employee Relations Branch, room 522. Submit completed forms to AHR-140 prior to close of business, April 30.

For more information, call Ida Mack, x73881, or Barbara Claytor, x73873.

Women Controllers. The Professional Women Controllers annual conference runs *Wednesday through Saturday, April 21-24*, Opryland Hotel, Nashville.

For more information, contact PWC, Inc, c/o Barbara Reyes, PO Box 17441, Nashville, TN 37217, (407) 321-5300.

Airline Collectibles. The third annual DC Airline Collectibles Show is on *Saturday, April 24*, 9 a.m. to 5 p.m., Rosslyn Westpark Hotel, Arlington.

Admission is \$3 for adults, free for accompanied children under 12.

CORN Conference. The fourth annual Computer Resources Nucleus (CORN) conference is scheduled *Monday through Friday, April 26-30*, Ramada Renaissance Hotel, near the Ballston Metro stop, Arlington.

A key focus is the revised transition plan for relocating the IBM applications to the full CORN platform. The "in-place upgrade" will affect security, communications, conversion plans and standards.

Space is limited. For more information, contact Russ Davis, AIT-900, x77747.

Employee Ratings. Completed employee performance appraisals must be submitted to the Employee Relations Branch, AHR-140, by *Friday, May 14*.

The appraisal system covers General Schedule and Prevailing Rate employees.

There may be a few instances when an employee's rating must be extended. If so, the rating may not be extended past June 29 and the completed appraisal must be submitted to AHR-140 by July 6.

As a reminder, an employee's position as of March 31 is the position in which he or she should be rated.

Also, an employee must be in a GS position on March 31 to be eligible for a performance award.

Contact Phyllis Burbank, x73878, for more information.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Highlights

Strange Places. Thieves take money in the strangest places. Turn to page 3 for details.

'Friendly' Voices. A new "user friendly" voice switching and control system, which will be delivered to air traffic facilities over the next four years, gets high marks.

FAA employees who will use it, and have helped develop it, predict controllers will "love" the advanced system.

In the May issue of *FAA World*, find how the high-tech voice switching system promises to send clearer air-to-ground and ground-to-ground communications quicker.

Rest Rules. FAA has proposed new regulations that would limit the length of duty and establish minimum rest periods for airline flight attendants.

The regulations are designed to ensure that flight attendants are adequately rested to perform vital routine and emergency safety duties before and during flights.

They would permit air carriers to schedule flight attendants for duty periods up to 14 hours. The carriers would then be required to provide flight attendants with scheduled rest periods of nine hours.

Longer duty periods would be permitted, but in such cases, rest periods and the size of the flight attendant crew also must be increased.

Air carriers would also be required to provide attendants with a rest period of at least 24 consecutive hours every seven calendar days.

turn to **Highlights** on page 2

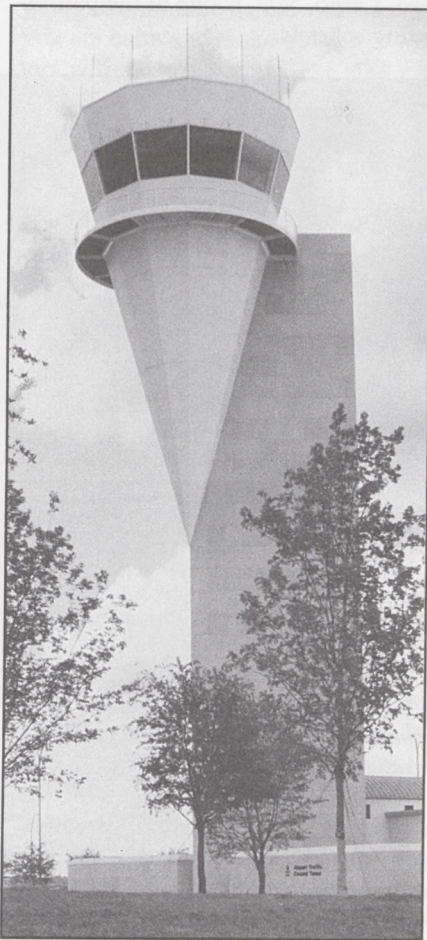


Photo by Debra Myers

New-Wave Tower

Basic geometric shapes—cone, triangle and circle—were used to design this new high-tech tower at Fort Worth's Alliance Airport.

The 5,700-square-foot facility was recently dedicated by Southwest Regional Administrator Clyde DeHart and was touted as "a unique and futuristic symbol for an airport developed specifically for industrial use."

Designed by Leo Daly and Associates, it stands 138 feet high. Nicknamed the "sno-cone," the cab is 12-sided to reduce glare and improve visibility.

The facility is staffed and maintained by 15 air traffic controllers and administrative support staff, and two airway facilities technicians.

Air Traffic's Best Five Facilities Win National Honors

Five FAA air traffic facilities have won national honors for outstanding achievements in operational efficiency, communications, human relations, employee development, employee morale, resource management, professionalism and external relations.

The winners for the 1992 calendar year were narrowed down from 33 nominations in five categories. Regional award ceremonies will be held for FAAers at these facilities to honor them for their exceptional achievements and contributions.

Turn to page 5 for a complete listing of the winning Air Traffic facilities and highlights of why they won national laurels.

Future Forecast FAA Projects

794,000 Pilots by 2004

The FAA predicts that the nation's total pilot population will increase to 794,000 by 2004, a 1.2% annual growth rate.

Airline transport pilots are projected to grow at a rate of 3% annually, reaching 159,800 in 2004.

The increase, the FAA says, reflects the long-term continuing demand for airline transport pilots to meet increased traffic and the belief that the commercial airline industry has not yet reached maturity.

If the commercial airline industry fails to grow as expected, the FAA says the projected increase in total and transport pilots also runs the risk of being

turn to **Future Pilots** on page 7

Highlights *from page 1*

Although federal aviation regulations do not currently address flight attendant hours of service, they do identify them as essential crew members. They are assigned safety responsibilities and are subject to specific initial and recurrent training requirements.

Existing FAA regulations on flight or duty times and rest periods apply only to flightcrew members, air carrier dispatchers and mechanics, and air traffic controllers.

The proposed flight attendant rules are compatible with existing pilot rules.

Unapproved Parts. DOT's Office of the Inspector General brought a federal indictment against a resident of Oceanside, NY, for trafficking in counterfeit aircraft engine parts.

Gary Schafer, who faces a potential prison sentence of 145 years and fines of \$1.8 million, is charged with using counterfeit Pratt and Whitney aircraft marks, wire fraud and aiding and abetting.

Schafer was indicted before a U.S. Magistrate on March 24, where he posted a \$240,000 bond and was forced to surrender his passport.

The indictment is the result of an 18-month investigation by the Inspector General's New York office in conjunction with the U.S. Attorney's office in Brooklyn.

It is part of a nationwide effort by the DOT to combat bogus parts in the aviation industry.

Future Technicians. Technical educators from 10 colleges nationwide met with FAA officials last month in Oklahoma City to discuss progress on a new community-based training effort.

The initiative aims to provide jobs near home for students graduating with the right technical skills.

In targeted areas, the FAA is working with selected colleges on a two-year curriculum that meets the agency's electronics technician requirements.

In turn, after graduation the agency is hiring selected students participat-

ing in the cooperative education program for jobs in their local area. A special effort is being made to attract women and minorities.

At the meeting, officials from schools already in the program met with Headquarters and regional FAAers responsible for technical training, hiring and overall management of the program.

Prince George's Community College, Largo, MD, is one of the participating schools.



Chris George, FAA Academy's assistant superintendent, discusses the technician training initiative with college educators and FAA regional representatives.

Employee Ethics. Supervisors are reminded that all employees are to be given one hour to review the new government-wide standards of conduct.

In accordance with Order 3750.3C, a supervisor has a continuing obligation to make time available for new employees to review the standards within 90 days of employment.

Appendix 2 of the order contains a form for employees to sign indicating they have completed the review. A blue booklet outlining the standards accompanies the order.

Supervisors are advised to maintain a copy of Appendix 2 for future use.

AXO Awards. System Operations is once again seeking nominations for its annual honorary awards program.

The program recognizes employees who, as team members, have made noteworthy contributions, emphasizing

the accomplishment of the AXO mission through cross-organization teamwork. The awards focus on promoting a better awareness, understanding and interaction among AXO organizations.

Fellow employees can nominate teams for awards.

Air Traffic will take the lead in this year's awards process. They will be assisted by a group of employees representing every AXO organization, including the regions.

AXO Spirit Awards will be given in four categories: *Systems Enhancement*, *Quality in Work Life*, *Vision of Tomorrow*, and *Communication*.

Nominations are due in July. A panel will meet in August to select national winners.

For more information on the awards process, call Madeline Taylor, AXO-10, x73499.

\$409 Million for L.A. The FAA has approved the Los Angeles Department of Airports' application to collect

\$409 million in passenger facility charges.

Los Angeles will begin collecting \$3 from each departing passenger at Los Angeles and Ontario airports on June 1.

Passenger facility charge revenues will provide \$209 million for a people-mover system at Los Angeles International, which will link the airport parking lot and a light rail system with the airport terminal.

Another \$100 million will be used to build a new terminal at Ontario International and \$100 million will be earmarked for noise mitigation projects at both airports.

As of April 1, the FAA had approved 91 fee applications and 31 are being processed.

An estimated 200 airports are expected to participate in the program by 1994.

Avoiding Ripoffs

Stay 'Tuned In' to Your Surroundings

Ripoffs happen in the strangest places—like the FAAer whose money was lifted as she dined at a nice restaurant. The suspect? A well-dressed restaurant patron.

Or the sister of an FAAer who left her purse on a church pew as she went to the altar and returned to find money missing.

Those incidents aren't unusual, says Patricia Curtis, a Metropolitan Police officer who recently gave FAAers tips on how to become "streetwise" and avoid being victimized.

"Crime is everywhere," she told an audience in the auditorium last month. "It's not just in the inner city."

Simple carelessness and failing to remain alert are main contributors to being ripped off, she said, because criminals look for easy targets.

Here are some tips she gave during a presentation sponsored by the Fed-

eral Women's Program Committee.

→ Stay "tuned in" to your surroundings and don't get distracted. Listening to music through headsets is an easy way to lose touch with the environment.

→ Look and act professional, walk confidently and know where you are going. Communicate the message that you are calm and make quick eye contact with nearby people.

→ Trust your instincts. If you feel uncomfortable in a place or situation, leave.

→ When walking, Curtis advises people to use the safest—not quickest or shortest—route. Choose well-lit busy streets and avoid passing vacant lots, alleys or construction sites. It's a good idea to walk in the middle of the sidewalk.

She urges people to know their neighborhood and find out what stores

and restaurants are open late and the location of police and fire stations.

→ Carry as little as necessary in wallets and purses, Curtis told the group, and keep them secure.

→ Don't put a wallet in a back pants pocket, she advises. It's better to carry it in a shirt pocket. Buy a cheap decoy wallet and put it in a back pocket to divert thieves from the real location.

→ When asked if it's a good idea to carry mace or a gun, she cautioned that although mace is legal in the District, it is effective only in certain conditions. It's only good if it delays the criminal long enough for the victim to flee. Some people, she warns, are almost immune to mace and other propellents because they are on illegal drugs that have already numbed their senses.

→ Never carry a gun, she warns, because it could end up in the hands of the attacker or thief who could turn it on the victim.

→ As for cars, Curtis emphasized not to take help from good Samaritans if your vehicle is disabled. Keep doors locked and only lower the window a crack if someone approaches. Don't take help from a stranger. Instead ask the stranger to call police or other emergency services for help.

A 16-minute video shown at the session summed up Curtis' advice: "It's a crime how careless people are."



New Computerized Dispatch System On-Line

The FAA Logistics Center's new computerized dispatch system is officially brought on-line in Oklahoma City. Left to right, H.C. McClure, associate administrator for the Aeronautical Center; Pete Kochis, Logistics Center manager; Richard Clevenger, manager, NAS Support Division; Ron Smith, Logistics Center; Joaquin Archilla, deputy director of Systems Maintenance Service; and Mike Zink, Logistics Center, snip the ribbon at the dedication ceremony.

A companion to the Logistics Inventory System, the new system features a two-way computer interface, 24 hours a day, allowing ongoing processing of logistics information without stopping production. Touted as "a viable system to support its principal customer—Airway Facilities," the computerized system will strengthen support by warehouse personnel for more than 24,000 field facilities and services in the National Airspace System.

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Have a Mentor?

If Not, It's a Good Idea to Get One to Boost Career

Do you have a mentor? If not, it's a good idea to get one, career experts advise.

And don't be afraid to approach someone who has the ability, desire and time to help you make important career decisions, they emphasize.

Mentoring isn't new to the FAA, but the idea was reinforced recently at Headquarters.

Eight panelists—representing FAA's special emphasis program—and guest speaker, Gordon Shea, talked about mentors and their students, called "mentees."

A mentor is someone who develops a one-on-one relationship with another person and takes an active interest in the other person's career.

'Reach back to move others forward to achieve a common goal.'

In opening the seminar, Assistant Administrator for Civil Rights Leon Watkins emphasized that mentoring is a way for those who have succeeded to "reach back to move others forward to achieve a common goal."

Shea told those attending the event, sponsored by the Federal Women's Program Committee, that helping, caring and sharing are mentoring essentials.

Mentoring is the oldest, most versatile and most powerful form of human development, according to Shea, the president of PRIME Systems Company—a local training and human resource development firm.

The panelists went on to tell the group that mentoring works because of the commitment between the mentor and student, that the relationship lasts as long as guidance is needed and the mentor has time to give.

It's a mutual process, the panelists said, because the mentor's student receives valuable career information and the mentor gets satisfaction from help-



Panelists at a recent Headquarters event talk about the value of mentors. They are, left to right, Joaquin Archilla, National Hispanic Coalition of Federal Aviation Employees; Bob Barton, Federal Managers Association; and Margarete Berrios, National Black Coalition of Federal Aviation Employees.

ing someone obtain their career goal.

Here are some tips the panel and Shea shared with the group on personal qualities to look for.

A mentor should be someone who:

- ➔ Has the time and wants to help chart someone's career.
- ➔ Will give honest feedback about career goals and choices.

- ➔ Suggests a plan of action which may include details, an individual development plan, training or a new job.

A mentee should be someone who:

- ➔ Has the ability and desire to seek career advancement.
- ➔ Is serious about his or her career.
- ➔ Is willing to work for what they want and not expect the mentor to do

the work for them.

Currently the National Black Coalition of Federal Aviation Employees and the Technical Women's Organization have formal mentoring programs locally and nationally.

Representatives from the special emphasis groups included Joaquin Archilla, Hispanic Coalition; Bob Barton, Federal Manager's Association; Margarete Berrios, Black Coalition; Norman Fujisaki, Asian Pacific American Coalition; Karen Hammon, Technical Women's Organization; John Ogden, Native American and Alaskan Native Task Force; and Alrita Simons, Federal Women's Program manager.

Pay Facts

Average Annual FAA Salary Pegged at \$47,000

The average pay of FAA's permanent employees is \$47,000, according to a report from the DOT Office of Personnel. That's up from an average FAA salary of \$43,900 in 1991 and \$41,600 two years ago.

The DOT-wide average is \$45,800. Here are some other average salary statistics as of the end of the 1992 fiscal year:

St. Lawrence Seaway Development Corporation—\$32,200.

U.S. Coast Guard—\$34,000.

Federal Highway Administration—\$44,300.

Maritime Administration—\$44,700.

DOT Office of the Inspector General—\$45,400.

Federal Railroad Administration—\$47,100.

Federal Transit Administration—\$49,900.

Research and Special Programs Administration—\$50,100.

Office of the DOT Secretary—\$51,700.

National Highway Traffic Safety Administration—\$52,900.

Air Traffic Facilities of the Year

These Air Traffic facilities won national honors for outstanding performance in the 1992 fiscal year.

Flight Service Station

Anchorage FSS
Anchorage, Alaska
Alaskan Region

Despite decreased staffing, Anchorage FSS consistently ranked in the top busiest 50 flight service stations nationwide. It achieved a conformity index of 99 on its most recent full-facility evaluation.

The facility served as the training pool for Alaskan Region's flight service stations.

It played an active role in the increased air commerce between Russia and the United States.

Automated Flight Service Station

St. Petersburg AFSS
St. Petersburg, Florida
Southern Region

The specialist productivity level at St. Petersburg AFSS averaged 24,373 services, the highest user service demand in the country.

The facility received a 95 on its facility evaluation, earning it commendable ratings for facility traffic, pilot education and external relations.

St. Petersburg managed a smooth transition when it took over the Miami AFSS traffic load when the facility was destroyed by Hurricane Andrew.

In a matter of hours, it put together a plan to accommodate the additional traffic, taking into consideration the complexity of southern Florida airspace.

Air Traffic Control Tower, Level I-III

Flint Tower
Flint, Michigan
Great Lakes Region

Flint Tower excelled in employee development, with more than 40 position certifications, seven career progression moves and extensive cultural

diversity training. It has a near 50% diverse workforce.

With an 8% increase in operations over the past five years, the facility reported no operational errors for the year.

During the 1992 full facility evaluation, it was commended for operational supervision, labor-management relations, human relations—including employee participation groups—and external communications.

Air Traffic Control Tower, IV-V

Houston Intercontinental
Air Traffic Control Tower
Houston, Texas
Southwest Region

Houston Intercontinental Tower reduced delays by 38%, while experiencing record traffic.

It reduced operational errors/deviations by 48% with no surface errors. The facility received a conformity index of 95 on its full facility evaluation, a 13 point improvement over its last evaluation.

Houston Intercontinental incorporated the *Quality Through Partnership* philosophy in all aspects of communications, human relations, employee morale and operational efficiency.

Employee development included certification of 13 out of 19 developmentals. Five out of 19 promotional selections were minorities.

Air Route Traffic Control Center

Kansas City ARTCC
Kansas City,
Central Region

Kansas City ARTCC improved its conformity index over 20 points—92%—between the 1990 and 1992 full facility evaluations.

Despite an increase in operations of 4.65%, the facility reduced its operational errors by 55%.

The center—a *Quality Through Partnership* facility—certified 39 full-performance-level controllers with a facility certification level of 95%.

For the third consecutive year, the facility reduced overtime expenditures by 20%.

Group Meetings

Here is a list of the meeting dates, times and places for several FAA employee groups.

Membership in all groups is open to all FAAers and members' guests.

Asian Pacific Coalition. The Coalition of FAA Asian Pacific Americans meets the *second Tuesday* of each month, 12 noon to 1 p.m., 9th floor Civil Rights conference room. Contact Matt Asai, x77542.

Black Coalition. The National Black Coalition of Federal Aviation Employees meets the *first Tuesday* of each month, 12 noon to 1 p.m., conference room 9AB. Next meeting: *May 4*. Contact Marcia Adams, x73488.

FWPC. The Federal Women's Program Committee meets on the *first Wednesday* of each month, 11 a.m., 9th floor Civil Rights conference room. Contact Marcia Adams, x73488.

Headquarters EPG. The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m., MOC Room. Next meeting: *May 13*. Contact Bob Cripe, x78211, Ralph Randall, x78903, or Bruce Henry, x79216.

Hispanic Coalition. The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon. Next meeting: *May 5*, room 5C. Contact Francisco Estrada C., 287-3140, or Rose Millar, x79005.

International Training. The Federal Aviation Club of International Training in Communication meets *every Wednesday* from 12 noon to 1 p.m. Next Meeting: *April 21*, room 9B. Contact Mary Overton, president, x79989.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, 12 noon to 1 p.m., MacCracken Room. Next meeting: *May 13*. Contact Henry Butler, x79388.

Earth Day

Heightening Environmental Awareness

All employees are invited to attend numerous environmental awareness events scheduled throughout the week of April 19 to mark Earth Week 1993.

The first Earth Day, which linked environmental concerns to a global crisis, was on April 19, 1970. It heightened awareness about air and water pollution and advocated the little-known concept of ecology for millions of Americans.

This year, these events are being held at DOT and FAA Headquarters to celebrate Earth Week.

→ **Tuesday, April 20.** Tree sapling give-away, FAA lobby, 11:30 a.m.

→ **Wednesday, April 21.** Composting demonstration, Nassif courtyard, 11 a.m. Also that day, a similar demonstration will be held at FAA, 12 noon, C Street entrance.

→ **Thursday, April 22.** Environmental "green team" panel discussion, Nassif, room 2230, 11 a.m.

→ **Friday, April 23.** Tree sapling give-away, Nassif courtyard, 1 p.m.

Displays and handouts will be available in both building lobbies during the week.

Every year, Earth Week brings about a new awareness of environmental issues in America, along with some startling facts. Did you know?

→ Americans throw away enough glass bottles and jars to fill the 1,350-foot twin towers of New York's World Trade Center every two weeks.

→ Solid waste generated in one year could pave a highway 24 lanes wide and one-foot



deep, stretching from Boston to Los Angeles.

→ The total quantity of trash produced each year is enough to bury 26,000 football fields in a 10-foot layer of refuse.

→ Laid end-to-end, the 18 billion disposable diapers thrown away every year could reach back and forth to the moon seven times.

→ One quart of motor oil, when completely dispersed, can contaminate as much as two million gallons of drinking water.

→ Enough office and writing paper is disposed of annually to build a wall 12 feet high and stretch from Los Angeles to New York City.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m., conference room 8ABC. Next meetings: *May 4 and May 18*. Contact Lynn Brown, x79589, or Valerie Kulhanek, x73318.

Quality Meetings. The FAA Headquarters Quality Network meets the *first*

Tuesday of each month from 2 to 3:30 p.m., conference room 8ABC. Contact Ted Criswell, x77925, or Lessie Dorse, x77447.

Volunteer Committee. The FAA Volunteer Committee meets the *second Tuesday* of each month from 10 to 11 a.m. FAA conference room 5C. Contact Margaret Powell, x67037.

The Real McCoy

Uncovering 'Star Trek' Trivia

It's not often that FAAers can claim their jobs take them "to strange new worlds...where no one has gone before."

That's what happened recently when the Office of Public Affairs received a request from Joel Engel. A biographer, Engel is currently writing a book on the late Gene Rodenberry, author of science fiction novels and creator of the "Star Trek" television series.

In his research, Engel discovered that Rodenberry was a Pan Am pilot during the 1940s and was involved in a crash in the Syrian desert. Since details of the incident were sketchy and news reports were scarce, Engel asked the FAA to find out more.

After searching through files, a 1948 crash report was located with some



First Lieutenant Spock (Leonard Nimoy) and Executive Officer "Number One" (Majel Barrett) from the first "Star Trek" pilot, created by the late Gene Rodenberry.

interesting information for the upcoming book.

According to the report, the aircraft involved in the crash was a Lockheed Constellation. The spacecraft used in "Star Trek" was a constellation-class starship.

The captain during the leg of the flight when the plane went down was Joseph Hart. The report made no reference to

Rodenberry, but Engel determined that Rodenberry traded pilot duties with Hart, and Rodenberry was a passenger at the time of the crash.

While James Kirk was the fictional starship captain, the character's original name in the script was Hart.

The first officer of the ill-fated Pan Am flight was named McCoy, the same last name Rodenberry gave to the starship's medical officer who was affectionately nick-named "Bones."

"Trekkies," as fans of the TV series are called, may be disappointed to find out that the flight attendants names were not Spock or Scottie.

FYI...

Extra Copies. Need an extra copy of a past issue of *Intercom*, *FAA World* or *DOT Today*? They're available in room 911.

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

After reading the newsletter, make the extra effort to put it in one of the building's office recycling boxes.

Job Hazards? Headquarters FAAers are urged to be on the lookout for conditions in the building that can cause injury or property damage. Report all on-the-job hazards immediately by calling the PRIDE line, x77433.



While the growth rate for airline transport pilots is expected to increase 3% annually into the year 2004, predictions for general aviation pilots aren't quite so optimistic.

Future Pilots

from page 1

too optimistic. At the other end of the spectrum, the agency predicts that the number of private pilots will grow by only 0.3% annually during the 12-year forecast period from 1992 through 2004.

While the growth in the number of private pilots is relatively slow, there are a number of encouraging signs among pilot statistics, the FAA says.

The number of students and recreational pilots is expected to increase by 18.9% over the 12 years in response to a stronger economy.

This points to growth in general aviation pilot training and flight schools which, in turn, implies future growth in the industry.

The number of commercial pilots is expected to increase by 13.8% over the same period, driven by expected increases in corporate business flying.

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

Flightplan

ASD Awards. System Engineering and Development, ASD, is looking for nominations for the organization's fourth annual awards program.

Employees may nominate colleagues for making outstanding contributions to the FAA mission, the quality of the ASD workplace, or the community.

Submit nominations to appropriate committee members no later than *Friday, April 23*.

Hypersonic Flight. The National Air and Space Museum is sponsoring a program on the "future of hypersonic flight" on *Monday, May 3, 7:30 p.m.*, Langley Theatre.

A panel of experts from government, universities, and private organizations will discuss the present status and the future of hypersonic flight.

The program will be moderated by Dr. John Anderson, professor of aerospace engineering, University of Maryland.

GLOBE Reception. The newly forming DOT chapter of GLOBE (Gay, Lesbian or Bisexual Employees) hosts a reception for all DOT employees at 6 p.m., *Thursday, April 22*, DC School of Law, 719 13th Street, NW, near Metro Center.

The event is in conjunction with the "March on Washington," Sunday, April 25.

For more information, contact Eric Stults, x62548.

Aviation Science. The 1993 science and technology symposium, "Transportation and the Mathematical Sciences: The Changing Interaction," is slated for *Thursday, May 13, 2 to 5 p.m.*, National Academy of Science, Washington, DC.

Sponsored by the Board on Mathematical Sciences, the event focuses on the increasing use of mathematical sciences in planning and operations of surface and air transportation.

Acting FAA Administrator Joe Del Balzo is one of many guest speakers.

The symposium is open to the public at no charge. Due to limited seating, advance registration is required by *Friday, May 7*.

To reserve a seat, or for more information, call the Board of Mathematical Sciences, (202) 334-2421.

Aviation Education. The 26th Annual National Congress on Aviation and Space Education runs *Wednesday through Saturday, April 28-May 1*, at the Disney Convention Center, Lake Buena Vista, FL.

The event is sponsored by the FAA, NASA and the Civil Air Patrol.

"Ken Tenn" Weekend. The second annual "Ken Tenn" weekend—a summer picnic for all FAAers in Kentucky and Tennessee—is on tap for *Saturday and Sunday, June 26-27*, Marriott Resort, Nashville.

Southern Region Headquarters employees are also invited.

Proposed activities include a golf tournament, softball, and a dinner cruise.

For more information, call Brad Burtner, (606) 371-5055, or Milton Jones, (615) 781-5460.

Healthbeat

Give Blood. The FAA bloodmobile will be at Headquarters on *Wednesday, April 28*, from 9:30 a.m. to 2:30 p.m., in room 5ABC.

Eligible donors should schedule an appointment with their organizational coordinators.

Alzheimer's Lecture. A "brown bag" lunch featuring a lecture on Alzheimer's disease is *Wednesday, April 28, 11:30 a.m. to 12:30 p.m.*, conference room 9B.

A representative from the National Volunteer Health Agency is the guest speaker.

FAA's health awareness program sponsors the event.

Life Insurance. An open enrollment for federal employees group life insurance—known as FEGLI—runs through *Friday, April 30*.

Employees may enroll or add coverage. FAAers not desiring to make changes, need not take any action.

Life insurance election forms, SF-2817, are available in the Employee Relations Branch, room 522. Submit completed forms to AHR-140 prior to close of business, April 30.

For more information, call Ida Mack, x73881, or Barbara Claytor, x73873.

Airline Collectibles. The third annual DC Airline Collectibles Show is on *Saturday, April 24, 9 a.m. to 5 p.m.*, Rosslyn Westpark Hotel, Arlington.

Admission is \$3 for adults, free for accompanied children under 12.

CORN Conference. The fourth annual Computer Resources Nucleus (CORN) conference runs *Monday through Friday, April 26-30*, Ramada Renaissance Hotel near the Ballston Metro stop, Arlington.

A key focus is the revised transition plan for relocating the IBM applications to the full CORN platform. The "in-place upgrade" will affect security, communications, conversion plans and standards.

Space is limited. For more information, contact Russ Davis, AIT-900, x77747.

Employee Ratings. Completed employee performance appraisals must be submitted to the Employee Relations Branch, AHR-140, by *Friday, May 14*.

The appraisal system covers General Schedule and Prevailing Rate employees.

There may be a few instances when an employee's rating must be extended. If so, the rating may not be extended past June 29 and the completed appraisal must be submitted to AHR-140 by July 6.

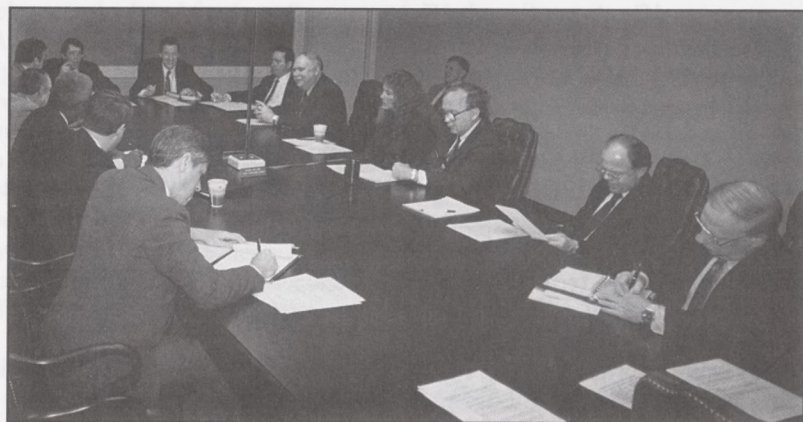
Also, an employee must be in a GS position on March 31 to be eligible for a performance award.

Contact Phyllis Burbank, x73878, for more information.



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

Headquarters Intercom



Long-Distance Friendship

Safety is the FAA's main mission, but agency workers have a heart, too. A good example is a Headquarters group that works on flight safety and war risk insurance issues for civil air carrier operations in Somalia and the former Yugoslavia. Chaired by the Emergency Operations Staff, the group donated "fun food" to boost morale for the U.S. troops in Somalia. Over the past few months, tons of tootie roll pops and cookies were sent to Mogadishu via volunteer air carriers.

On the safety side, the FAA also shipped 26,000 flight strips to Mogadishu Tower. On a daily basis, the group deals with the joint task force of the Army-Navy Marine Corps that runs the Somalia airlift relief operation.

This photo shows some of the representatives from the following organizations that meet twice a week at FAA Headquarters: Flight Standards; Emergency Operations; Civil Aviation Security; Air Traffic; Office of the Chief Counsel; Policy, Planning and International Aviation; Europe, Africa and Middle East Office; Aviation Standards; Airports; Airway Facilities; Contracting and Quality Assurance; Government and Industry Affairs; NAS Development; Aviation Safety; and the Air Force and Marine Corps.

Flight Standards Feats

First Annual Awards Program Recognizes 24 Employees

In its first annual awards program, Flight Standards honored 24 of its employees nationwide.

The newly implemented program reinforces the Flight Standards strategic plan, which stresses the importance of "people" in the organization. The plan emphasizes management's commitment to respecting the dignity of people and cultural diversity, expecting individual professional integrity

and accountability, and striving for professional and technical competence.

Called the National Flight Standards Recognition System, the process is designed to give employees the opportunity to nominate their peers, subordinates, supervisors, or managers for national laurels. It provides a speedy process, with immediate recognition at the local level.

turn to Flight Standards on page 4

The Ideal Manager

Sue Silverman Award Nominations Due May 14

Nominations for the third annual Sue Silverman Award are due May 14.

The honor recognizes a Headquarters manager who represents the ideals of the late Sue Silverman. She was an FAA employee who became a division manager at 28—the youngest person in the agency to have reached that position.

The award, established by the Federal Women's Program Committee (FWPC), also recognizes exceptional contributions toward equal employment opportunity goals and the devel-

turn to Ideal Manager on page 3

Highlights

'94 Budget. FAA's proposed budget for the 1994 fiscal year is \$9.2 billion, representing a 3.5% increase over the 1993 enacted level.

Over half of the agency's funding is for capital programs. Some \$456 million is included for continued work on the Advanced Automation System.

The proposed budget—part of the overall DOT budget request for \$40.2 billion—contributes to the goals of creating jobs, stimulating the economy, investing in the future and reducing deficit.

At at media briefing, DOT Secretary Federico Peña stated that "the budget will help promote economic growth and increase our investment in transportation while maintaining safety, fostering intermodalism and enhancing the quality of the environment."

turn to Highlights on page 2

Highlights *from page 1*

Aging Aircraft. To strengthen its aging aircraft research capabilities, FAA's Technical Center opened an aging aircraft nondestructive inspection validation center at Albuquerque International Airport.

The facility, opened in conjunction with Sandia National Laboratories, studies improvements in nondestructive inspection systems to improve aircraft safety related to aging aircraft. It will accommodate an archive of aircraft structures to be used for research.



The Aging Aircraft Nondestructive Inspection Validation Center at Albuquerque International Airport.

The facility will serve as a realistic representation of an actual aircraft maintenance hangar where the effects of "human factors" on inspector performance, such as background noise, room temperature and lighting, will also be studied.

The center will provide the interface among academia, industry and government to transfer the technologies resulting from aging aircraft research to the aviation industry.

New Job. Former FAA Deputy Administrator Barry Harris has joined the Jefferson Group as vice president.

The organization, based in Washington, DC, is a public affairs consulting firm dealing in management issues related to health care reform, environmental policy and international trade. Harris will develop the group's aerospace practice.

Aviation Commission. On April 7, the President signed into law a bill creating a commission to develop a plan to revitalize the domestic airline industry.

The National Commission to En-

sure a Competitive Airline Industry will consist of 15 voting members, five named by the House, five by the Senate and five by the President. It will also have 11 non-voting members.

Job Attrition. The FAA plans to achieve the President's goal of reducing funding for jobs at the agency through attrition.

During the last fiscal year, the attrition rate was 4%. A continued 4% attrition rate will enable the FAA to meet its target for reduced job funding in the 1993 fiscal year.

Priority Ordering. Headquarters organizations that requisition from the FAA Logistics Center are reminded that ordering is limited to forms and technical manuals—federal supply classes 0052 and 0056, respectively.

Some requisitioning offices are incorrectly using priority standards when placing an order through the Logistics Center. Only priority standards P5 and P3 are to be used for requisitioning forms and technical manuals. Incorrectly using these standards results in delays in the processing and receipt of priority requisitions.

All Headquarters organizations involved in requisitioning from the Logistics Center, should become familiar

with the FAA requisitioning priority standards contained in FAA Order 4250.9B, Field Materiel Management and Control.

Overseas Jobs. The International Civil Aviation Organization (ICAO) has several job announcements open to FAA employees.

Positions are being advertised under the following vacancy numbers:

Montreal
PC-93/04/P-4
Technical Officer,
Operations-Airworthiness
PC-93/05/P-4
Economist
PC-93/06/P-4
Council Secretariat Officer
Cairo
PC-93/07/PO
ICAO Representative

Government employees accepting ICAO assignments are entitled to reemployment rights.

Applications are due in Administrative Systems & Overseas Support, API-19, by June 7.

For more information about salaries, qualifications, applications and benefits, contact your servicing Human Resource Management office or API-19, (202) 267-9085.

Unearthing Awareness

DOT and FAA Wrap Up Earth Week Activities

To mark Earth Week, DOT and FAA recently wrapped up a week of activities designed to heighten environmental awareness.

Every year, Earth Week "unearths" a number of startling facts affecting this country's environment.

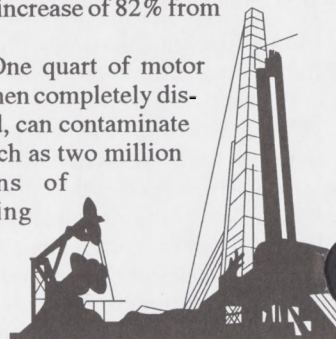
Did you know?

- Americans dispose of 2.5 million plastic bottles every hour—each one taking 100 years to decompose.
- Recycling creates new jobs. Every 10,000 tons of recycled trash supports 32 new jobs.
- The amount of used, non-recycled motor oil that is dumped in the United States each year constitutes 10-20 times

the amount that leaked from the Exxon Valdez oil tanker during the 1989 oil spill in Alaska.

- Annually in the United States, 180 million tons of waste is disposed of, an increase of 82% from 1960.

- One quart of motor oil, when completely dispersed, can contaminate as much as two million gallons of drinking water.



Ideal Manager

from page 1

ment of women in FAA.

Last year, Deputy Assistant Administrator for Human Resource Management Dorothy Berry was the committee's choice for most supportive manager at Headquarters.

This year's recipient will be honored at the annual FWPC manager's luncheon, scheduled for June 8.

A plaque, engraved with the recipient's name, will be displayed in a showcase outside the MacCracken room on the 10th floor. The winner also will receive a personal plaque.

Nominations can be submitted *only* through an active FWPC member by May 14. Nonmembers interested in making a nomination, should contact one of the following committee members.

Diane Ables, x73880
Marcia Adams, x73488
Donna Baldwin, x78613
Frank Baron, x73753
Sheri Edgett Baron, x73997
Mary Jo Blount, x79561
Gloria Brown, x73482
Naomi Bryant, x79560
Carmen Carrion, x77067
Carolyn Dunn, x78082
Lynda Griffin, x78136
Lorraine Harris, x73256
Pat Haynes, 606-4614
Marion Isaac, x77062
Lillie Isler, 382-6711
Maryalice Locke, x73495
Loretta McNeir, x79917
Thomas O'Keefe, 863-7324
John Ogden, x77379
Doretha Robinson, x78962
Rita Simon, x75794
Dianne Speed, x73445
Genise Stancil, x75897
Tina Stephens, x73253
Pat Tomasetti, x73448
Laura Waters, x77854

Nominations will be assessed by a panel of representatives from Human Resource Management, Civil Rights, a special emphasis group, and FAA's and DOT's Federal Women's Program committee. For more information, contact Marion Isaac, x77062.



U.S. SAVINGS BONDS

Campaign Kick Off Slated for May 7

The Headquarters kick off for the 1993 U.S. Savings Bond campaign is slated for Friday, May 7, in the building lobby from 11:30 a.m. to 12:30 p.m.

The FAA Chorale, accompanied by the Day Care Center kids, will sing at the event.

The annual drive starts May 5 and continues through the end of the month.

Acting FAA Administrator Joe Del Balzo is the agency's unit vice chairperson for the campaign. Quentin Taylor, assistant administrator for Airports, is the area campaign chairperson.

Taylor thanked designated lead coordinators and canvassers for participating in this year's campaign at a recent bond campaign training session. The group was briefed on their roles and responsibilities by Elizabeth Walker, program coordinator, and Robert Sweeney of the Department of Treasury.

Look for details about the bond campaign in upcoming issues of *Intercom*.

People

Condolence Fund. Systems Operations has established a condolence fund for Carlos Figueroa, a Headquarters' cleaning service employee who works on the 7th and 10th floors.

Figueroa recently learned that his five-year-old son died of head injuries sustained in a car crash in his native country of El Salvador.

The child was hospitalized for two weeks after the accident and was awaiting an operation.

Due to financial constraints, a fund has been established to help him with travel and other expenses.

Anyone wishing to contribute, can do so in room 1021.

Leave Donations. Joe Stevens, manager of the Administrator's Hotline, AOA-20, is an approved candidate for the leave sharing program.

Last October, Stevens began kidney dialysis and has since been hospitalized repeatedly due to complications, aggravated by diabetes.

Those wishing to donate leave to Stevens, are asked to submit a leave transfer form to Barbara Ullom, AHR-151, room 528, x77608. Please do not submit forms directly to payroll.

Cherry Blossom Princess. Shannon Yoshiko Dion, who worked in the Operations Research Service last summer, was this year's cherry blossom princess, representing Hawaii.

Shannon is the daughter of Susan Dion, a staffer in the Office of the Assistant Administrator for Airports.

The cherry blossom princess is a second-year student at the University of Virginia. She hopes to become an attorney.

Headquarters Intercom

April 27, 1993
No. 93-14

Diane Spitaliere
Editor

Michael A. Malden
Art Director

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(202) 267-7311

Flight Standards Awards

Continued from page 1

Flight Standards also recognized the dedication of the regional program coordinators who were also nonsupervisory.

In addition to training local and regional selection committee members, they managed the program and successfully implemented it.

They are: Nancy Risso, New England; Bob Ritter, Great Lakes; Carmen Dunn, Northwest Mountain; Jane Ryan, Alaskan; Dianne Miller, Eastern; Barry McCoy, Western-Pacific; Charles Winkenwerder, Central; Chelle Brisco, Southern; Doug Dalby, Southwest; and Ted DeWeese, Headquarters.

This year's awards program served as the prototype for the new system.

Flight Standards employees across the country nominated coworkers in specific award categories.

The nominations were then screened at the local level, resulting in 367 nominations being forwarded for regional consideration. Of those, 88 were sent to the national selection committee, made up entirely of nonsupervisory employees.

Twenty-four employees emerged national winners and will be recognized at an awards ceremony next month. Named in their respective categories are:

Manager of the Year

Clark Schadle

Southern Region Headquarters

Supervisor of the Year

Charles Smith

Miami Flight Standards District Office

Field Inspector of the Year

Robert Watson

Atlanta Flight Standards District Office

Staff Employee of the Year

Steve Maddox

Alaskan Region Headquarters

Administrative Employee of the Year

Raquel McCormick

Miami Flight Standards District Office

Distinguished Service

Carol Prosperini

Springfield Flight Standards District Office

Linda Johnson

Northwest Mountain Region Headquarters

Excellence in Public Awareness

Larry Williams

Nashville Flight Standards District Office

Excellence in Human Relations

Melanie Jo Johns

Pittsburgh Flight Standards District Office

Mentor of the Year

James Edwards

Washington Headquarters

Innovations in Cultural Diversity

Vicki Schubert

Denver Flight Standards District Office

Mission Possible Award

Team of:

John Gamble

Robert Shepherd

Fairbanks Flight Standards District Office

Good Friend

Ken Watters

Private Airman

Seattle, WA

Barrier Breaker Award

Team of:

Keeton Zachary

Krissy Kay

Sarah Perotka-Moye

Philip Hoy

Errol Van Eaton

Dennis Franks

Gail Rogers

Seattle Flight Standards District Office

Visionary Award

Team of:

Eldon Beavers

Pamela McNabb

Washington Headquarters

Strategic Management Award

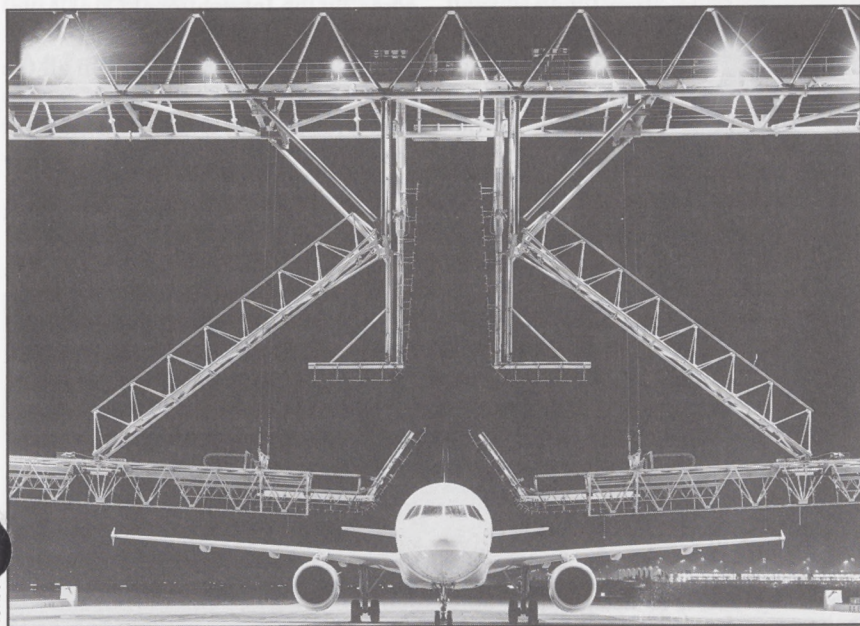
Nicholas Sabatini

Eastern Region Headquarters



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

Headquarters Intercom



Herbe

Nicer De-icer

This dramatic photo, shot at night, shows how Germany's Munich Airport is ready for next winter with this new de-icing mechanism. The centerpiece of the environmentally protective de-icing concept is the "Gantry," an ultramodern de-icing gate located near a runway. The computer-controlled gantry allows one employee to completely de-ice aircraft as large as a Boeing 747-400 jumbo jet in just five minutes. Depending on weather conditions, mobile de-icing vehicles can require two to three times as long. Contaminated runoff water is drained into catch basins which feed into a recycling installation.

Flight Standards' Best

Springfield FSDO Wins National Recognition

Great Lakes Region's Springfield Flight Standards District Office (FSDO) won national honors for its outstanding achievements during the 1992 fiscal year, significantly contributing to the successful accomplishments of the aviation standards mission.

The Illinois facility completed 100% of the 1992 fiscal year required and planned surveillance work programs. Its enforcement program processing time averaged 61.5 days—28.5 days

above the regional goal of 90 days. In addition, not one enforcement file was returned for correction during that fiscal year.

The district office developed a plan to assure full and affirmative implementation of equal employment opportunity policies and objectives.

The accident prevention program manager appointed six women pilots as accident prevention counselors.

The facility also excelled in total
turn to Springfield FSDO on page 5

Top Accountants

Technical Center Wins National Honors

The Technical Center accounting office is the winner of the 1992 fiscal year Accounting Office of the Year Award.

This is the seventh time the accolade has been given and the second time the Atlantic City center received the honor.

The Technical Center was chosen by a panel of FAA Headquarters managers. They reviewed and scored each accounting office's organizational and human resource management accomplishments. Data was also taken from the Departmental Accounting and Financial Information System and from a survey of accounting office customers asking about the quality of service provided.

The Technical Center scored "exceptionally high" in several categories.

Director of Accounting Ernest Keeling presented the group with an engraved plaque at a recent Technical Center awards ceremony. Each employee also received a certificate of recognition.

'Miracle of Friends'

One Family Helps Another Cope with Tragedy

Few things in life are as traumatic as the death of one's child.

But there is something worse—being over 3,000 miles away in another country, unable to return to the solace of one's family.

Recently, this tragedy befell Carlos Figueroa, a cleaning service employee
turn to Friends on page 8

Highlights

High-Level Lunch. DOT Secretary Federico Peña is hosting "brown bag" lunches with groups of DOT employees to hear their views.

Interested in lunching with the Secretary?

Simply drop a 3x5 card or business card with your name, operating administration, position title and work phone number at the Nassif building, room 9100.

Regional employees planning to visit Headquarters can mail their cards to: US Department of Transportation, Office of the Secretary, M-10, Nassif building, room 9100, Washington, DC 20590.

Successful AAS Check. The FAA successfully completed "system checkpoint 1" of the high-tech Initial Sector Suite System (ISSS) ahead of schedule on April 16.

The ISSS will introduce new workstations to enroute air traffic control centers and is part of the complex Advanced Automation System to modernize air traffic control.

During an April 19 meeting on Capitol Hill, acting FAA Administrator Joe Del Balzo told members of the House Appropriations Subcommittee on Transportation that as one of the agency's "management corrections," the FAA has set up a more detailed and closely spaced series of checkpoints to help monitor the progress of the system.

The first checkpoint included the continuous operation of 28 common consoles for a six-hour period to demonstrate the stability, performance and user functions of the ISSS.

The agency is now working on a series of follow-up checkpoints of increasing difficulty, Del Balzo said, and has started testing under "system checkpoint 2" ahead of schedule.

Tech Center Deputy. Loni Czekalski has been named deputy director of the Technical Center. She is the second woman to hold the post.

Czekalski had been at Headquarters since August 1991 as the deputy director of the Facility System Engineering Service. Previously, she served as deputy director of the Office of Independent Operational Test and Evaluation Oversight at the Technical Center.



Loni Czekalski

In her new position, Czekalski will share responsibilities with Director Harvey Safeer, overseeing the development of the FAA's capital investment plan and the center's research projects.

Czekalski holds a M.A. from Embry Riddle University and a B.A. from Glassboro State College. She is an instrument-rated, multi-engine pilot.

'Age 60' Study. A new study sponsored by the FAA indicates that airline pilots nearing age 60 are not involved in more accidents than pilots of other age groups.

The study, which was recently released by FAA, is designed to help determine the continuing validity of the agency's regulation that bars pilots who pass their 60th birthday from flying larger airline aircraft with more than 30 passenger seats.

The two-year study analyzed data from 1976-1988.

FAA plans to hold a public meeting on the study's findings in Washington, DC, on June 23.

On the basis of the accident data, the authors of the study concluded that there is "no support for the hypothesis that pilots of scheduled air carriers have increased accidents as they near the age of 60."

The study did not deal with medical problems, or examine the potential for pilots near age 60 to suffer incapacitating illnesses, such as strokes or heart attacks.

A copy of the study—*AGE 60 PROJECT: Consolidated Data Base Experiments, Final Report*—can be obtained by writing to the DOT, M-

443.2, General Services Section, 400 Seventh Street, SW, Washington, DC 20590.

High-Tech Humans. Technology and human factors—you can't separate one from the other, emphasized acting Administrator Joe Del Balzo during the mid-April Flight Safety and Human Factors Symposium, cosponsored by the International Civil Aviation Organization and FAA.

"It's a sad paradox that with all the great technology available to us, human error can still bring down the most sophisticated aircraft and the most experienced pilot," Del Balzo told members of the conference meeting in Washington, DC.

The FAA requires that human factors must be systematically integrated at each critical step in the design, testing, and acquisition of new technology introduced into air traffic control, Del Balzo stressed.

"One of the lessons we learned early on in our modernization program was that ignoring human factors in our major acquisitions can cost us dearly, both in the expense of re-engineering and in schedule delays," Del Balzo said.

The conference attracted 300 including leaders in human factors science.

Honoraria Update. A recent District of Columbia circuit court decision held that the total ban on honoraria—as it applies to executive branch employees, GS-15s and below—is unconstitutional.

But don't be too quick to accept honoraria yet, warns the Office of the Chief Counsel. The ban continues to be in effect, allowing time for the Justice Department to consider whether the decision should be appealed.

The Office of the Chief Counsel will advise employees when the decision is final.

Russian First. Dr. Valentin Alexandrovich Ladis is the first practicing physician in Russia to receive certification for successfully completing training in FAA's 33-year-old aviation medical examiner (AME) seminar program.

Ladis, chief of flight medicine for Aeroflot in the Magadan District of Russia, is medically responsible for all pilots and crew members in the district and serves as the chief medical officer for search and rescue in the Bering Sea area.

Although not a designated FAA aviation medical examiner, Ladis recently attended a week-long basic AME course at the Civil Aeromedical Institute in Oklahoma City. Ladis says he thoroughly enjoyed his week at the FAA facility and hopes "cooperative efforts will continue between the FAA and Russia."

Information Technology. FAA officials are calling the agency's first Information Technology Day a success.



Technology Day keynote Dr. James Martin, second from left, views a video highlighting FAA crew data with Theron Gray, Joe Del Balzo and John Burt.

It attracted executives, managers and staffers from throughout Headquarters who wanted to learn how to use information technology to help meet the business challenges of the 1990s.

John Burt, Executive Director for System Development, and Theron Gray, Assistant Administrator for Information Technology, stressed the importance of information technology and introduced the day's main speaker, Dr. James Martin.

Martin, an internationally recognized expert in business and information systems and Pulitzer prize-winning author, was the keynote speaker for the April 14 event.

Acting Administrator Joe Del Balzo joined other FAAers as they viewed

automated systems demonstrated by various FAA organizations in the Headquarters lobby, in addition to state-of-the-art technology exhibits in the AIT technology lab. Video tapes on "hot" information technology topics were shown throughout the day.

Employee Ethics. The new government-wide standards of conduct—Part 2635 of Title 5 of the Code of Federal Regulations—neglected to include the express prohibition against "criminal, dishonest, infamous, immoral, notoriously disgraceful conduct, or any conduct prejudicial to the Government."

As a result, the Office of Personnel Management (OPM) issued a regulation continuing the prohibition, as well as one that addresses the prohibition against gambling on government premises.

Previously, the prohibition appeared in Part 99 of the departmental regulations before it was superseded by Part 2635.

The OPM rules were published in the November 30 *Federal Register* and appear in sections 735.201 and 735.203 of Title 5.

Car Costs. Effective July 1, all monthly parking fees for the three Washington Headquarters parking facilities will be increased.

Monthly fees for carpool, vanpool, handicapped, shift worker and tenant worker permits will increase to \$11. For job requirements permits, the cost will be \$28.

DOT continues to support ridesharing programs and promote the use of public transportation.

A computer ridesharing matching system has been installed in the Parking Management Office in the Nassif building, room P2-0327, to help employees "hook up" with other riders or drivers.

Priority for new parking permits continues to be based on carpool size.

Job Satisfaction

15% to be Surveyed

FAAers who receive the 1992 job satisfaction survey this month are urged use the opportunity to provide feedback on job satisfaction and the work environment to FAA's senior managers.

Fifteen percent of the FAA's work force—covering various occupations and geographic areas—were selected by random sample to participate in the survey.

The survey has 156 items and includes such topics as performance appraisals, training, work schedules, dependent care, organizational quality and communication, and fairness in the workplace.

Results will identify areas in which the agency is doing well, improving and needs to improve.

The job satisfaction survey has been administered biennially since 1984 as a means for improving the quality of FAA work life. It is one of several measures taken by top management used to track progress in improving working conditions and target scarce resources to affect positive change within the agency.

The surveys are also used as an aid for executive strategic decision making.

Headquarters Intercom

May 4, 1993
No. 93-15

Diane Spitaliere
Editor

Michael A. Malden
Art Director

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The Federal Aviation Administration
Office of Public Affairs
Employee Communications Branch
APA-340
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-7311

Star Spangled Investment

Bond Kick Off

The Headquarters kick off for the 1993 U.S. Savings Bond campaign is slated for *Friday, May 7*, in the building lobby from 11:30 a.m. to 12:30 p.m.

The FAA Chorale, accompanied by the Day Care Center kids, will sing at the event.

The annual drive continues through the end of May.



U.S. SAVINGS BONDS

THE GREAT AMERICAN INVESTMENT



SOARing High

FAAers selected into the System Development (AXD) GM-15 System of Advancement and Recognition (SOAR) Program celebrated the completion of the Rutgers University management certificate program at a recent quarterly meeting. Standing, left to right, Gayle Thornton, Chuck Friesenhahn, Raj Saroop, Larry Randall, Loretta Parker, Barbara Cassada, Faye Jordan, Laurel Tootell, Carolyn Strano and Sue Spurgeon. Seated from left to right are Fran Mackuse, Sharon Darnell, Pat Mabis, Fran Melone and Diane Essig.

Summer Hiring

Recruitment Program Gearing Up at Headquarters

By the end of this month, summer hiring at FAA will be well underway.

Expectations for this year's program are high, says Alfredia Brooks, personnel recruitment specialist.

"We want to build a good rapport with the summer hires so they want to come back next year, and maybe even seek a career with the FAA," said Brooks.

Paulette Randolph, personnel staffing specialist, explains that each year the Office of Personnel Management lists all summer positions available in the DOT.

Last summer, Headquarters hired 155 summer employees for 45 offices.

While working at FAA, they had the opportunity to visit the air route traffic control center and the automated flight service station in Leesburg, and Dulles International and Washington National towers. They also participated in a three-

hour seminar in late July, focusing on developing a professional attitude and attire for the office.

One of the few negative comments made about summer hires is that some come to work in shorts and tennis shoes. "Attire inappropriate for an office situation," says Brooks.

"This year, we are planning to hold a workshop on professionalism at the beginning of the summer for the new hires," Brooks says.

The most common complaint from summer hires, according to Brooks, is that they do not have a clear understanding of their position or have enough work to keep them busy.

Brooks believes managers should attempt to match a summer hire's skills with tasks. Ultimately, she says, "this would be of great value to the hiring office and offer excellent job experience for the summer employee."

Continuing Partnership

FAA, Black Colleges and Universities Focus on Aviation Careers

The FAA is committed to the Historically Black Colleges and Universities Program, acting Administrator Joe Del Balzo recently told a group of educators.

"For more than a decade now, the FAA has been working in partnership with historically black colleges and universities in a coordinated effort to interest youth in exploring all career possibilities in aviation and motivate promising students to pursue formal degree programs in the airway sciences," said Del Balzo at the 18th annual National Association for Equal Opportunity in Higher Education Conference.

The association, a nonprofit organization, was formed to ensure that blacks received quality education.

The group has a membership of approximately 117 historically black higher education institutions that solicit information about various college and university programs for its students.

Since the association and FAA share a common goal, the two decided to unite and introduce various programs that benefit students attending black schools to presidents of colleges and universities at the Washington, DC, conference.

FAA participated in the conference by sponsoring a two-day workshop. The theme was, "The FAA in Partnership with Black Colleges and Universities." The workshops outlined programs that FAA offers historically black colleges, such as the airway science curriculum, cooperative education, recruitment programs, and grant programs.

FAA and the association hope the result of their joint venture will be additional proposals from black colleges to participate in various FAA programs.

Currently, 52 academic institutions participate in the airway science curriculum. The curriculum offers a two-year associate degree and a four-year



One of the many FAA displays at the 18th annual National Association for Equal Opportunity in Higher Education Conference.

degree in four areas of concentration—airway computer science, aircraft system management (pilot training), airway electronic systems, and aviation maintenance management.

There are 38 students in the cooperative education program, and 39% are from historically black colleges. The program allows students to get hands-on work experience, usually three to six months, in a particular area.

Students from four universities are

working with FAA's NAS Program Management Service on these projects:

- Detecting explosive vapors on clothing at Fisk University.
- Inspecting aircraft for bonding and mechanical joints at Tuskegee University.
- Detecting explosives in baggage at North Carolina A & T University.
- Automating air traffic control by consolidating hardware and software at Howard University.

Springfield FSDO *from page 1*

quality management, human resource management and customer service.

The Springfield facility will receive a plaque from Tony Broderick, Associate Administrator for Regulation and Certification.

These are the top regional field facilities from which Springfield was selected:

- Anchorage, *Alaskan Region*
- Wichita, *Central Region*
- Teterboro, *Eastern Region*
- Bedford, *New England Region*
- Portland, *Northwest Mountain Region*
- Miami, *Southern Region*
- Ft. Worth, *Southwest Region*
- Fresno, *Western-Pacific*

All regional nominees will receive a special recognition plaque.

Feedback

Knocking the Clock. Two Headquarters FAAers penned signed letters to *Intercom* saying they disagreed with an item in a March 30 story about career advancement.

During a seminar, it was suggested that it takes a lot of hard work and long hours to get into top management slots. Of the many tips, the phrase "clock watchers are not top notchers" provoked criticism.

Here are excerpts of the letters from FAAers who say they work hard and are "clock watchers" too.

One woman wrote that she leaves promptly at 4:30 p.m. to pick up her children at two different day care centers and doesn't want to miss precious time with her family.

Here's more of what she said:

I resent, almost more than I can say, the implication that this somehow makes me a less valuable employee.

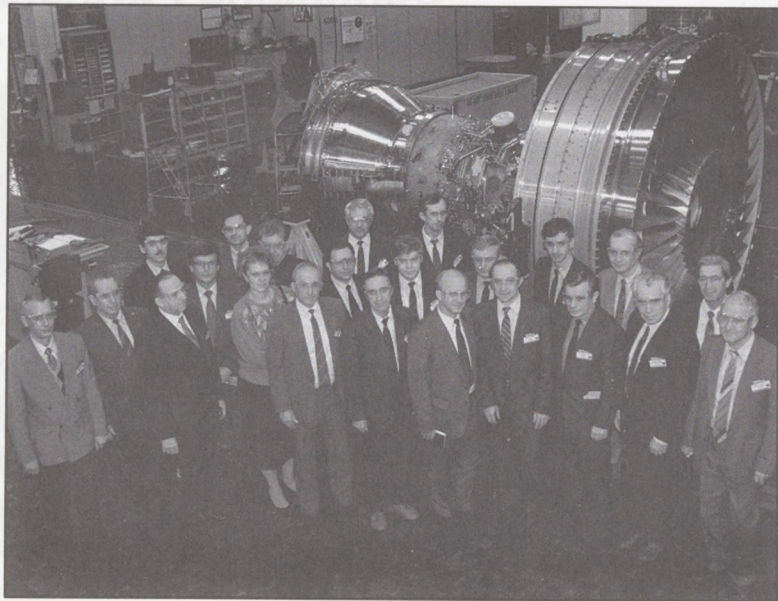
Like a high-level female FAA employee who was quoted in a past Intercom as saying that to get ahead women have to be willing to work long hours and travel at a moment's notice, the speaker is in essence telling me that I cannot be both a successful employee and a successful parent. Is this really true? Is it a position that FAA should espouse? No and no.

There is a fallacy in the assertion that someone who works longer is always working harder. That's simply not true.

Like others who know they don't have the luxury of extra time at work, I put in my extra effort during the day. And I expect my performance to be measured by—and my success to be based on—the quality of the work I do, not how long I stay in the office.

If there are times when long hours and unexpected travel are necessary, then I will of course do what's needed. But those times should be the exception not the rule.

I may be a clock watcher, but I am also a dedicated and hardworking employee. I don't think the two are mutually inconsistent, and I hope the senior management of the FAA agrees.



Cooperative Effort with Russia

Twenty-two Russian delegates recently attended an FAA manufacturing inspection seminar in East Hartford, CT, as part of a proposed bilateral airworthiness agreement between the United States and Russia. The group obtained required information to establish an aircraft production approval system for its country. Once established and approved by FAA, the United States and Russia can conclude the bilateral agreement, permitting the export and import of civil aviation products between the two countries.

The delegates obtained first-hand knowledge and understanding of FAA's regulations, policies and procedures related to the role of manufacturing inspection in type, production and airworthiness certification. A visit to the Pratt & Whitney production assembly and test facilities provided the "students" with a practical hands-on review of the material presented.

Another FAAer wrote that he was "outraged" and went on to say:

There are countless FAA employees who need to "watch the clock" in order for them to tutor school students, coach little league or soccer, answer phones on suicide, pregnancy or other mental health hotlines, work a shift as an emergency medical technician, care for a sick spouse or child, or assist a family in need, or other worthwhile volunteer activities.

My activities within and for my community has made me a better FAA employee. I do not wish to be mono-dimensional.

Too many people who subscribe to these beliefs portrayed in the Intercom story are missing out on the world around them, and may contribute to losing touch with one's spouse and children and other family members.

Sure, it's easy to put in long hours to avoid dealing with the pressures of raising a family after dealing all day with aviation issues, but I like to think of my off duty time as an investment for the future.

If the price of success equates to my ability to pay for a nanny and a BMW, I'd rather be a "clockwatcher" and know my efforts in my home and community are not selfishly motivated.

Healthbeat

Osteoporosis Lecture. A "brown bag" lunch featuring a lecture on osteoporosis will be held on Wednesday, May 26, 11:30 a.m. to 12:30 p.m., conference room 5B.

FAA's Health Awareness Program sponsors the event.

Flightplan

Diversity Forum. The Associate Administrator for Airway Facilities is holding an Airway Facilities diversity forum on *Tuesday, May 25*, 1 to 3 p.m., FAA auditorium.

All Airway Facilities employees are encouraged to attend.

Employees who want to submit a topic for future meetings, or need additional information, should call Barbara Froome, x77582.

New Group. DOT Gay, Lesbian or Bisexual Employees (GLOBE) is holding a "brown bag" organizing meeting *Wednesday, May 12*, at 12:15 p.m., Nassif building.

For more information, call Eric Stults, x62548, or Tom Sachs, evenings, (202) 544-3927.

EEO Convention. The South Florida Equal Employment Opportunity Council's annual convention is slated for *Tuesday through Thursday, May 18-20*, Radisson Hotel, south of Miami International Airport.

This year's theme is "FAA, United Hearts of People 1993."

May 18 and 19 highlights educational seminars. The manager's forum and luncheon is Thursday, May 20.

For more information, contact Pat Fier, (305) 592-9770, ext. 301, or Rene Piermarini, (305) 592-9770, ext. 230.

The program is sponsored by the South Florida EEO Council, Southern Region's Federal Women's Program, National Black Coalition of Federal Aviation Employees and Southern Region's Hispanic Employees Advisory Committee.

Operation Airspace. The Aircraft Owners and Pilots Association (AOPA) Air Safety Foundation is conducting a series of free seminars on the nation's new airspace classification system, beginning *Tuesday and Wednesday, May 18 and 19*, in Atlanta, GA.

Called "Operation Airspace," the project will include about 100 seminars in the next 12 months.

Each two-hour seminar includes:

→ An interactive review of the new airspace system and the regulation of air traffic.

→ A "gameshow," where contestants compete for prizes by planning a flight through the new airspace system.

→ A "take-home" quiz on flight planning.

For more information, contact the AOPA Air Safety Foundation, (800) 638-3101.

Professional Development. The Senior Executives Association is holding its annual training conference on *Wednesday and Thursday, June 30-July 1*, at the Capital Hilton, Washington, DC.

This year's theme is "The Challenge of Change: Reinventing Government II."

The conference, aimed at GS/GM-14 and 15 federal executives, is centered on the new administration's themes to reinvent government—leadership, empowerment, innovation, teamwork and cost cutting. It is designed to show federal executives how impending changes will affect their responsibilities.

In most cases, the conference will assist in fulfilling the professional development requirements for the senior executive service recertification process in 1994.

The registration is \$495 for employees and \$224 for retirees.

To register, or for more information, call (202) 927-7000, or fax training authorizations to (202) 927-5192.

AXO Awards. System Operations is once again seeking nominations for its annual honorary awards program.

The program recognizes employees who, as team members, have made noteworthy contributions, emphasizing the accomplishment of the AXO mission through cross-organizational team work. The awards focus on promoting a better awareness, understanding and interaction among AXO organizations.

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Air Traffic will take the lead in this year's awards process. They will be

assisted by a group of employees representing every AXO organization, including the regions.

AXO Spirit Awards will be given in four categories:

*Systems Enhancement
Quality in Work Life
Vision of Tomorrow
Communication*

Nominations are due in July. A panel will meet in August to select national winners.

For more information on the awards process, call Madeline Taylor, AXO-10, x73499.

Overseas Jobs. The International Civil Aviation Organization (ICAO) has several job announcements open to FAA employees.

Positions are being advertised under the following vacancy numbers:

In Montreal, PC-93/04/P-4, Technical Officer, Operations-Airworthiness; PC-93/05/P-4, Economist; PC-93/06/P-4, Council Secretariat Officer.

In Cairo, PC-93/07/PO, ICAO Representative.

Government employees accepting ICAO assignments are entitled to reemployment rights.

Applications are due in Administrative Systems & Overseas Support, API-19, by *Monday June 7*.

For more information about salaries, qualifications, applications and benefits, contact your servicing Human Resource Management office of API-19, (202) 267-9085.

Silverman Nominations. Nominations for the third annual Sue Silverman Award are due *Friday, May 14*.

The award, established by the Federal Women's Program Committee (FWPC), recognizes exceptional contributions toward equal employment opportunity goals and the development of women in FAA.

Nominations can be submitted *only* through an active FWPC member. Nonmembers interested in making a nomination, should contact an FWPC committee member.

For more information, contact Marion Isaac, x77062.

Friends Help Carlos from page 1

at FAA Headquarters. Until then, not many people in the building knew Carlos by name. They simply knew him as the friendly guy who circulated each morning to empty the trash on the 7th and 10th floors.

Always pleasant and courteous, Carlos broke down the language barrier with a ready smile, when words sometimes failed him.

Carlos recently found out that his five-year-old son was severely injured in an automobile accident in his native country of El Salvador. His misfortune was compounded because he couldn't afford to return home.

Before Carlos could come up with the money to rush to his son's bedside, his son died on April 13.

That day was the first time Carlos missed work. His supervisor at the contract company thought he was sick because he was unable to relate in English exactly what had happened.

Once informed of Carlos' circumstances, FAAers immediately sprang into action.

System Operations set up a condolence fund and collected more than \$1,000 the following day—well over the \$556 cost for a round-trip plane ticket.

When it seemed as if Carlos would be on his way, a glitch occurred.

He had a valid card authorizing him to work in the United States, but it did

not permit him to return once he left the country. The Immigration and Naturalization Service informed him that without an actual death certificate, nothing could be done.

Once again, FAAers interceded on Carlos' behalf. After calls to the offices of Senator Barbara Mikulski and Congresswoman Constance Morella, Carlos was soon on a plane to El Salvador.

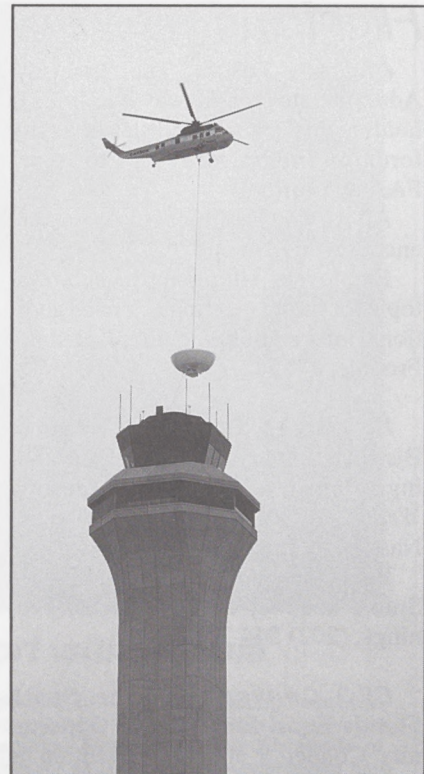
Carlos was described as "stunned" upon learning of the agency's response, finding it hard to comprehend why so many people who barely knew him would come to his rescue. "Decent, humane people," he calls them.

Carlos talked about "the miracle" that his friends at FAA had performed and worried about how he would pay back the money.

To date, more than \$1,700 has been collected for him. Donations arrive daily to help with funeral expenses and compensate for lost wages.

Those spearheading the effort in System Operations say they hope Carlos was persuaded that the payback for those who helped him comes from being able to share his burden.

There is this old Spanish proverb: "God makes the back before He makes the burden." "When the load was just a little too heavy for one our friends, the FAA family came through in typical FAA fashion," an FAAer related.



Tower Topping

The new Denver air traffic control tower was topped off recently when a SK-64 sky crane helicopter lifted and placed FAA's 4,978-pound airport surface detection radar on top of the nation's tallest tower.

Airport surveillance detection equipment—known as ASDE—is ground surveillance radar designed to help air traffic controllers efficiently and safely control traffic on the airport surface. It can detect both aircraft and vehicles in a 24,000-foot radius through darkness, fog and precipitation.

People

Leave Donations. Joe Stevens, manager of the Administrator's Hotline, AOA-20, is an approved candidate for the leave sharing program.

Last October, Stevens began kidney dialysis and has since been hospitalized repeatedly due to complications, aggravated by diabetes.

Those wishing to donate leave to Stevens, are asked to submit a leave transfer form to Barbara Ullom, AHR-151, room 528, x77608.

Please do not submit forms directly to payroll.

Building Bulletin Board

InfoLink System. A recent study showed an increase in the number of calls received for Facilities Management Branch services, resulting in the organization seeking new ways to help callers obtain requested services.

Headquarters now has an InfoLink system in place to facilitate the many building management calls received daily.

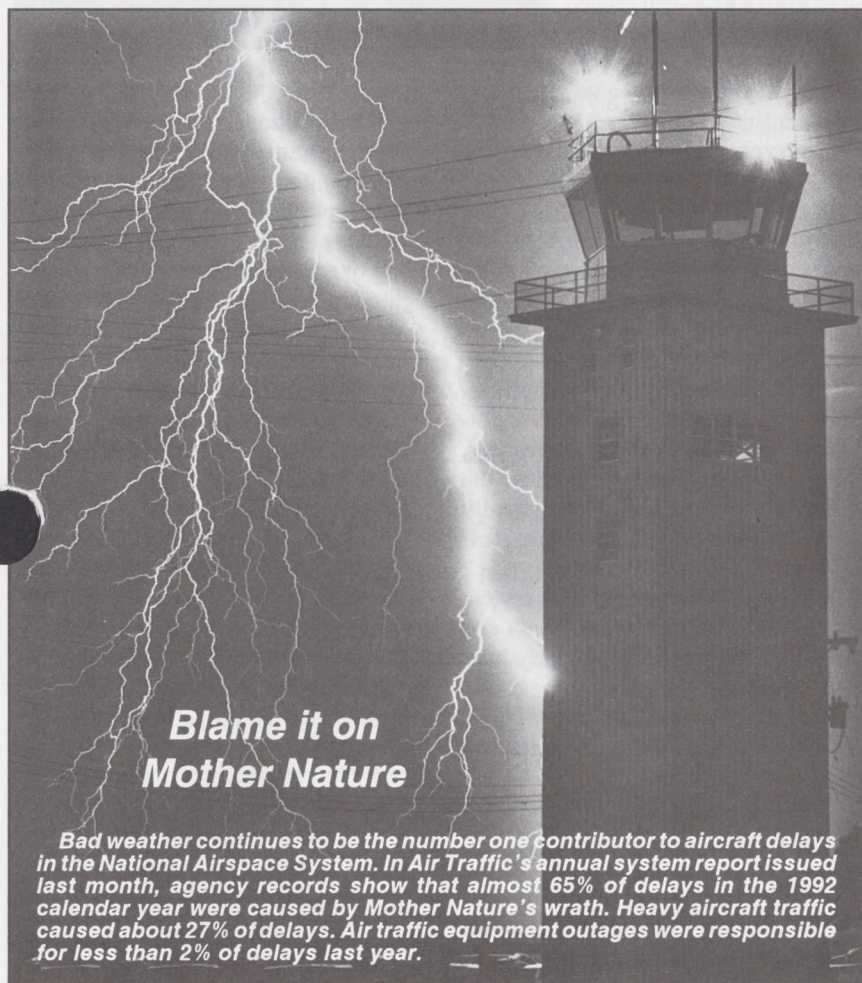
The InfoLink system—put in place to improve the Facilities Management Branch's response capabilities in support of customer needs—allows callers access to a prerecorded information system that transfers to a designated extension or a person. It uses a multi-level menu and provides the caller with a number of options.

To get into the system, callers can continue to use the old Facilities Management telephone number, x73340.



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

Headquarters Intercom



Blame it on Mother Nature

Bad weather continues to be the number one contributor to aircraft delays in the National Airspace System. In Air Traffic's annual system report issued last month, agency records show that almost 65% of delays in the 1992 calendar year were caused by Mother Nature's wrath. Heavy aircraft traffic caused about 27% of delays. Air traffic equipment outages were responsible for less than 2% of delays last year.

New Strategy

TRACON Consolidation Program Revamped

A new strategy to consolidate terminal radar control facilities (TRACONs) across the nation has been announced by acting FAA Administrator Joe Delizo.

Facilities will be consolidated only in locations where it makes operational and economic sense.

The new plan revises the agency's original strategy—developed in 1983—to consolidate all TRACONs into 23 locations. These facilities, called area control facilities, were to be co-located with the 22 enroute air traffic control centers.

turn to TRACON Consolidation on page 2

Highlights

New Chicago Tower. Chicago O'Hare International Airport will get a new 260-foot tower under a \$14.5 million contract. It will replace the existing facility, commissioned in 1971.

The facility, which will include a three-story administrative and operations building, will feature a 1,015-square-foot control cab, the largest FAA has ever constructed.

The steel-framed, glass-enclosed cab will provide about two and one-half times as much space as the current control room. Eye level for controllers working in the facility will be almost 235 feet above ground or 63 feet higher than in the existing tower.

The contract was awarded to Schwendener/Riteway, Westmont, IL.

turn to Highlights on page 2

Expanding Expertise

13 Selected for Executive Potential Program

Thirteen FAAers from across the country have been selected to participate in the 1993 Executive Potential Program.

The program—sponsored by the Office of Personnel Management—targets high potential employees with little or no supervisory experience. It teaches required competencies and skills for federal management positions.

It consists of orientation and training courses, identification of a senior executive advisor, two 60-day work assignments, one three-day shadow

turn to Executive Potential on page 3

Highlights *from page 1*

Top 10. Chicago O'Hare was the busiest airport during the 1992 calendar year, the FAA reports.

Here's a rundown on the nation's 10 busiest airports, based on the number of operations—aircraft takeoffs and landings.

Chicago O'Hare—842,895
Dallas/Fort Worth—763,995
Los Angeles—676,188
Atlanta—617,791
Denver—506,406
Miami—497,131
Phoenix—491,337
Boston—486,692
Cleveland—460,029
Detroit—435,503

Operations Up. The total number of aircraft handled by the nation's enroute air traffic control centers rose more than 2% in 1992 from the previous year.

Based on calendar year numbers, the FAA reports that center operations increased to 36.3 million from 35.5 million in 1991.

Charting FAA. Copies of the agency's current organizational chart are available from the publications rack in Public Affairs, room 911.

Pick up extra copies of *FAA World*, *Intercom* and *DOT Today* there, too.

TRACON Consolidation *from page 1*

"We became concerned that these 23 very large facilities would be unsuitable for the safe and efficient operation of the system," said Del Balzo.

"In addition, technology progressed to a point where we could take automation to our employees and still get the benefits we desired."

Some locations for new control facilities have already been identified, such as New York and Southern California.

Other locations include Chicago, Denver and Dallas-Fort Worth.

Most of the agency's existing TRACONs will be modernized with

Home Buying Hints.

More than 100 FAA and DOT employees received helpful home buying and financial tips at a recent Headquarters event.

In a program sponsored by the Office of Civil Rights and the Federal Women's Program Committee, a representative from a local real estate agency provided information about home assistance programs, investment strategies and other financial matters.

The committee plans to sponsor the activity again in the fall.

Overdue Advances? FAAers with outstanding travel advances of more than 30 days are advised to pay up to avoid having the money taken out of their paychecks.

The DOT is testing an automated system that will issue demand letters to employees with delinquent travel advances.

If employees don't respond to the letters, the system will automatically process salary offsets for those employees.

If the test is successful, the system could go into operation this month and pay deductions could begin in early July.

Got a Cold? Then don't pilot a plane, advises the FAA's Civil Aeromedical

new equipment.

Del Balzo says the agency has a lot of work to do to implement this strategy.

"The methodology determining future consolidation, as well as developing the operational requirement and identifying the system for TRACON modernization, has to be refined," he says.

In a recent letter to all employees outlining the new strategy Del Balzo said, "I look forward to involving all of you who are affected by these decisions as we proceed."



FAAers listen to home-buying tips.

Institute. When you have a cold, changes in atmospheric pressure, along with changes in altitude, can cause serious ear and sinus problems.

Other precautions about flying and using over-the-counter drugs are highlighted in the May issue of *FAA World*.

A pilot safety brochure, *Over-the-Counter Medications and Flying*, is available from:

Civil Aeromedical Institute
Aeromedical Education Division,
AAM-400
PO Box 25082
Oklahoma City, OK 73125.

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

May 11, 1993
No. 93-16

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Customer Empowerment

Logistics Center Establishes New Planned Direct Ship Procedures

To better manage the National Airspace System supply support budget, the FAA Logistics Center established regional and center allocations in the planned direct ship category.

This is the most important of the management initiatives recommended by the quality action team (QAT) for the NAS supply support fiscal planning, established in 1992 as the result of critical funding restrictions.

The QAT, which meets on a monthly basis, developed short- and long-term recommendations for NAS supply support to continue to provide the highest quality service to its customers.

The planned direct ship category includes items ordered through federal and military standard requisitioning and issuing procedures and includes requi-

sitions that are met through planned direct ships. The allocation process controlling this category will require user participation and customer involvement to enhance ordering efficiency and realize projected cost savings FAA-wide. With this process, the Logistics Center still serves as the centralized procurement and coordination point for planning, procuring and shipping items directly to facilities. The physical process of ordering and shipping will not change with this new process.

The new allocation process is similar to and follows the allocation process initiated for administrative supplies two years ago. Allocations of administrative supply amounts for the 1992 and 1993 fiscal years were based on 80% of 1991 fiscal year expendi-

tures. Similarly, the QAT recommended an 80% allocation for the planned direct ship category for both the 1993 and 1994 fiscal years. The remainder of the 1993 fiscal year will be a simulated allocation of planned direct ships with full implementation planned for next fiscal year.

The Logistics Automation Division, AML-100, developed regional and center reports from the Logistics Information System, reflecting requisitions ordered by full cost center codes compared to cost center code target allocation amounts. They will be used to manage and track the progress of requisitions against regional and center allocations.

The first reports were distributed last month.

Executive Potential Program *from page 1*

assignment, three executive interviews, participation in "cluster group" activities, developing an individual development plan and a graduation ceremony.

The 13 participants got a chance to meet each other at

a week-long orientation seminar in Baltimore last month. Also last month, FAA's 14 participants from the 1992 Executive Potential Program attended an Office of Personnel Management graduation ceremony.

Participating in this year's program are:

Carl Burrus
Budget Analyst
Headquarters

Denise Daniels Ross
Attorney Advisor
Headquarters

Doris DeeAnn Dehne
Traffic Management Coordinator
Western-Pacific Region

Richard Fossier
Evaluation Specialist
Western-Pacific Region

Jerome Jones, Jr.
Trial Attorney
Headquarters

Gregory Joyner
General Engineer
Headquarters

Susan Knapton
Computer Systems Analyst
Headquarters

Anne Kusaka
General Engineer
Northwest Mountain Region

Dolores Richard
Program Analyst
Headquarters

Judith Shifrin
Planning Officer
Central Region

D. Marlene Thomas
Deputy Program Manager
Headquarters

Luanne Wills-Merrell
Aviation Safety Inspector
Great Lakes Region

Celio Young
Aviation Safety Inspector
Headquarters

Flightplan

GLOBE Get-together. DOT Gay, Lesbian or Bisexual Employees (GLOBE) is holding a "brown bag" organizing meeting *Wednesday, May 12*, at 12:15 p.m., Nassif building.

For more information, call Eric Stults, x62548, or Tom Sachs, evenings, (202) 544-3927.

Managers Meeting. The next meeting of the Federal Managers Association, chapter 265, is scheduled for *Thursday, May 13*, at 4:30 p.m. in the Vie de France dining area, 600 Maryland Avenue, SW.

Last month's meeting—the group's first off-site—was a big success, according to association president Henry Butler.

Keynote speaker Mike Conner, the association's national vice-president and president of the FAA conference, talked about locality pay, pay demo, reduction in government work force, the reorganization of FAA and other pertinent issues.

Appraisals Due. Completed employee performance appraisals must be submitted to the Employee Relations Branch, AHR-140, by *Friday, May 14*.

The appraisal system covers General Schedule and Prevailing Rate employees.

There may be a few instances when an employee's rating must be extended. If so, the rating may not be extended past June 29 and the completed appraisal must be submitted to AHR-140 by July 6.

As a reminder, an employee's position as of March 31 is the position in which he or she should be rated.

Also, an employee must be in a GS position on March 31 and received an exceptional or outstanding rating to be eligible for a performance award.

Contact Phyllis Burbank, x73878, for more information.

Manager Nominations. Nominations for the third annual Sue Silverman Award are due *Friday, May 14*.

The award, established by the Federal Women's Program Committee (FWPC), recognizes exceptional contributions toward equal employment opportunity goals and the development

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Nominations can be submitted *only* through an active FWPC member. Nonmembers interested in making a nomination should contact an FWPC committee member.

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Communication*

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Vietnam Fighter Pilot. The National Air and Space Museum is sponsoring a lecture by the Honorable Randy "Duke" Cunningham on *Thursday, May 20*, at 8 p.m. in the Langley Theater.

Cunningham, the first fighter ace of the Vietnam War, will recount his experiences training fighter pilots at the Navy Fighter Weapons School—the famed "Top Gun" program at Miramar Naval Air Station. As the commanding officer of the elite Navy Adversary Squadron, Cunningham flew Russian tactics and formations against American's best combat fighter pilots.

He was elected to the House of Representatives in 1990.

Diversity in AF. The Associate Administrator for Airway Facilities is holding an Airway Facilities diversity forum on *Tuesday, May 25*, 1 to 3 p.m., FAA auditorium.

All Airway Facilities employees are encouraged to attend.

Employees who want to submit a topic for future meetings, or need additional information, should call Barbara Froome, x77582.

Building Bulletin Board

Announcement Alert. Because of technical problems associated with the Headquarters building's public address system wiring, announcements can *only* be heard on floors 3, 4, 9 and 10.

All announcements must be cleared through Public Affairs, APA-340, at least one business day in advance.

Announcements will *not* be approved if other media channels have been used in advance to alert employees: fliers, posters, announcements in *Headquarters Intercom* and on *TV-TEN*.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Allan Crocker

Riding High

"Cowboy" is its name, but what's its game? Find out on page 5.

Committee Marks 4th Anniversary Advisory Panel Likes New Emphasis on Research and Technology

The best is yet to come with "exciting" research developments in FAA's future, predicts acting Administrator Joe Del Balzo, who recently lauded the work of the agency's Research, Engineering and Development Advisory Committee.

The committee, which marked its fourth anniversary in March, can look back on its "solid achievements," Del Balzo said. And he predicted, "we can look ahead to the most exciting developments in aviation technology that we will experience in our lifetime."

Del Balzo also told the committee that the FAA is encouraged by the new administration's determination to re-

vitalize American industry, sharpen its competitive edge and the role civil aviation plays in achieving those goals. He added that the agency has the "strongest" research and development plan in over a decade and called DOT Secretary Federico Peña a "strong aviation advocate."

Imaginative Thinking

Referring again to calls for a greater partnership between government and industry to develop crucial technologies, Del Balzo noted that the prospect of a closer partnership has already begun to inspire some imaginative thinking.

turn to R&D on page 6

Highlights

Thief Thwarted. Teamwork helped thwart an attempt to allegedly rip off money from the imprest fund. Details on page 4.

Commission Chair. Former Virginia Governor Gerald Baliles has been named to chair the newly-formed National Commission to Ensure a Strong Competitive Airline Industry.

The 90-day commission will make recommendations on how to strengthen the nation's aviation industry.

Baliles was Virginia's governor from 1986 to 1989 and was previously the state's attorney general.

He also served on the board of directors of the Washington Airports Task Force.

Automation Advances. FAA is moving toward computerized testing of pilots, flight engineers, airplane mechanics and parachute riggers at nearly 400 sites nationwide.

In addition to saving the government to Highlights on page 2

Sharpening Skills 20 Mid-Level Managers Sought for Program

A long-term development program designed to sharpen the necessary skills for upper management positions is again being offered to FAA mid-level managers.

It's called the Mid-Level Management Development Program and is sponsored by the Office of Human Resource Development.

turn to Mid-Level on page 4

Highlights from page 1

ment money, benefits include immediate notification of exam results for the more than 220,000 pilots and mechanics taking FAA exams annually and improved security for test scores.

Up-to-date information will be available daily on the various tests to improve the validity of certification standards. Tests can be updated quickly.

Testing software is "user friendly," allowing applicants easy entry.

Under the old system, 10,000 to 15,000 test answer sheets are processed every month, with six percent being sent back because of mistakes in the system.

Written test examiners, numbering about 2,000 in 1982, are being phased out, with approximately 900 remaining in the system.

The first computerized testing came on line late in 1989, with Computer Testing Designee (CTD) administering the new program. In March, 362 computer test sites were available from CTD. Efforts are under way to have computer testing available in all states. Currently, Maine, West Virginia and Wyoming are not covered.

The first overseas testing site has been inspected and approved in Duesseldorf, Germany.

The goal is 100 percent computer testing in 1994.

Initial cost saving are estimated at \$700,000 a year, mostly in printing, distribution and processing.

AF Awards. Airway Facilities is seeking nominations for its fourth annual national honorary awards for excellence program.

The program is a peer/subordinate nomination and selection process. It provides a means of expressing appreciation by peers and subordinates for superior or special individual and group performance.

The awards focus on outstanding employee contributions to Airway Facilities and the FAA.



Nominations can be made in one of the following categories:

- Administration excellence
- Community and volunteer service
- Employee involvement for excellence
- Facilities and equipment technical employee of the year
- Human relations achievement
- Leadership
- Mentoring
- Operations technical employee of the year
- Outstanding contribution to the AF mission
- Outstanding employee of the year
- Public awareness
- Secretarial/clerical
- Supervisory/managerial
- Team achievement

Headquarters nominations are due June 1. A panel will meet later that month to select national winners.

For more information on the awards process, call:

Lorelei White, AAF-30, x77979;
Margerie Johnson, ASM-10, x79454;
Sharon Fletcher, ANS-10, x77860; or
Margaret Wheat, AOS-10, x79823.

2,000th Airman. The Civil Aeromedical Institute (CAMI) recently recognized the 2,000th Air Force airman to attend cabin evacuation training and research at the institute.

Under a training agreement with the Air Force, the institute trains airborne warning and control systems crews in crash egress, using a realistic, smoke-filled aircraft cabin evacuation facility.

Each trainee receives three hours of egress training, and, in return, the institute gets highly-motivated subjects for ongoing cabin safety research.

Moving On. All offices of the Program Director for Automation (ANA) and the Program Director for Communications and Aircraft Acquisition (ANC) are moving to the second floor of the Portals building, 1280 Maryland Avenue, SW. The mailing address will not change.

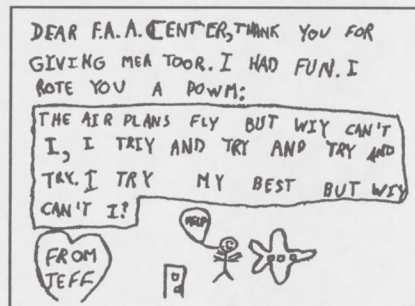
The move is targeted for June 4-5.

A locator will soon be released with new telephone numbers and office lo-

cations. Future DOT and FAA directories will reflect these changes.

All visitors are asked to enter through the 1280 Maryland Avenue entrance. A 15-passenger van will provide service between Headquarters and Portals every 15 minutes.

Wants Wings. Thousands of youngsters visit FAA facilities every year and some of them jot down the



darnedest comments. Like "Jeff" who recently "toored" the Boston enroute center in Nashua, NH. He sent controllers this thank-you "powm."

Black College Grants. The DOT plans to award education and training grants to 10 historically black colleges and universities later this year.

The training program will use the resources of these colleges and universities to develop educational programs designed to improve transportation knowledge for disadvantaged business enterprises.

The goal is to help these businesses compete successfully for transportation-related contracts.

Known as STEP—Student Training and Education Program—it also emphasizes the education and training of minority students and encourages them to become owners and managers of transportation-related firms.

Schools have until May 28 to apply for the grants administered by DOT's Office of Small and Disadvantaged Business Utilization.

Recycle It. The white color of *Intercom* allows it to be recycled. After reading the newsletter, put it in one of the building's office recycling boxes.



High-Flying Jetway

It's not often that you find an airport jetway 30,000 feet off the ground like this one being loaded onto a Russian-built AN-124 cargo plane. The jetway was flown from the United States, where it was built, to an airport in the former Soviet Union.

Saving Time and Costs

Voice Switching Team Wins Award

The Voice Switching and Control System—VSCS for short—training contract data requirements list (CDRL) review team was recently awarded the 1993 Continuous Improvement Process Capital Investment Plan Award by TRW.

The team, made up of FAAers and contractors from TRW and Harris Corporation, was recognized for developing a time and cost savings process for the documentation review of the 1991 VSCS production contract.

Tom Buschbaum, Airway Facilities Training Program Division, is the lead FAA team member for VSCS training. Along with other team members, he contributed to the development of a streamlined process which significantly reduced the time formally required for CDRL review and approval—as much as 50 percent, in most cases.

The key to the new process involved real-time communication loops, using fax, telephone conferences, and regularly-held face-to-face meetings. In addition, a guide book for the process

was developed, making it available for all reviews.

The process is now a standard for the Harris program manager and FAA's Office of Training and Higher Education, according to Michael Kruger, Airway Facilities training program division manager.

FAA award recipients include:
 Steve Anderson, ATZ-110
 Irene Baltierra, AMA-411
 Tom Buschbaum, AHT-400
 Wayne Guthrie, AMA-561
 Phil Hefty, ASM-250
 Lynn Hildenbrandt, AHT-500
 David Knettle, ACN-200
 James Smith, AMA-433
 Clayton Taylor, AOS-112
 Shirley Trotter, AOS-350

VSCS is a major component, and one of the earliest field segments, of the agency's comprehensive, high-tech modernization program. It is responsible for the air-to-ground and ground-to-ground voice communications between controllers at air route control centers and enroute aircraft.

FYI

Extra Copies. Need an extra copy of a past issue of *Intercom*, *FAA World* or *DOT Today*? They're available in room 911.

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-700, x78735, or the distribution representative for your office or service to update your organization's distribution.

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.

Headquarters Intercom

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No. 93-17

Diane Spitaliere
Editor

Michael A. Malden
Art Director

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Theft Thwarted

Security Investigation Teamwork Pays Off

In a team effort, FAAers and a building security guard recently stopped a former FAAer from illegally withdrawing funds from the agency's imprest fund.

Here's how the two-day saga unraveled.

In mid-March, a staffer from the Employee Relations and Career Development Branch notified Civil Aviation Security that she suspected a woman of illegally obtaining an FAA identification card application. Special Agent Michael Anderson, of the Investigations and Security Division, immediately began a probe, soon learning that the woman had obtained an identification card and was attempting to use it fraudulently.

The woman, Anderson explained, was a former employee who allegedly used her knowledge of the system to carry out criminal activities.

Anderson also learned that the woman had been seen typing travel advance forms. Later that same day, she was stopped by a concerned employee who questioned her employment status. Upon receiving a suspicious reply, the FAAer asked for and received the suspect's identification card.



Office of Civil Aviation Security Operations Deputy Director Ross Hamory, right, presents Special Agent Michael Anderson with on-the-spot award.

The saga continued when Anderson was called by Sheila McGhee, a cashier at the imprest fund who recognized the woman from a photograph. The woman, who had two travel advance forms, was requesting funds from McGhee.

Immediately after notifying the Headquarters guard force and the Federal Protection Service, Anderson rushed to the imprest office only to find

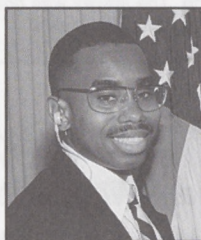
that the woman had already fled. McGhee had not given the suspect any money because of her failure to produce an identification card.

The next day, Anthony Payne, sergeant of building's guard force, recognized the woman entering the building from photographs provided by Anderson. She was immediately apprehended and taken into custody by the Federal Protection Service, ending the two-day investigation. She was later charged with fraud.

"This incident is proof positive that it pays to become a member of the team,"

said Ross Hamory, deputy director for the Office of Civil Aviation Security Operations, at a recent award ceremony for those involved in the investigation.

Payne and McGhee were both presented with plaques for their "tireless efforts and vigilance throughout the investigation." Anderson received an on-the-spot award for his outstanding efforts.



Anthony Payne



Sheila McGhee

Mid-Level Managers *from page 1*

The program's goal is to enrich the selection pool for upper-level positions with better skills and broadened representation of minorities and women.

During the two-year program, participants will remain in their current positions.

Developmental activities will include an orientation workshop, an assessment workshop by the Center for Creative Leadership, rotational and shadowing assignments, special projects and periodic topical workshops.

The 1993 program begins in September and is open to mid-level managers in Airway Facilities, Airports, and Regulation and Certification organizations.

Twenty participants will be chosen from GS/GM-14s and 15s who have managerial and supervisory experience.

For information about applying for the program, contact the staff office of your associate or assistant administrator.

For information about the program, contact Lynda Lane, AHD-200, (202) 366-5023.

People

Leave Donations. Denise Holbert, Automation Engineering Division, is an approved candidate for the leave donor program.

Holbert recently underwent back surgery, resulting from an automobile accident several years ago.

She will be out of work for four to six months.

Anyone wishing to donate annual leave, should contact Barbara Ullom, AHR-151, room 528, x77608.

'Cowboy' Saddling Up

Texas Navigational Aid Aims to Boost Airport Capacity

It's 100 feet tall, 200 feet wide and looks like a space-age version of Stonehenge.

The Texas-sized and Texas-named "Cowboy" high-tech navigational aid is strategically located seven miles east of Dallas/Fort Worth International. It's construction kicked off last July and is slated to be commissioned next spring.

Cowboy is a Doppler VORTAC, one of two that are planned to help guide aircraft into Dallas/Fort Worth International and its satellite airports. The other, a smaller version, is called "Ranger" and is in the design stage.

Both are named for hometown football and baseball teams—the Cowboys and Rangers.

A VORTAC is a very high frequency omnidirectional range/tactical air navigational aid station which provides both course and distance information.

The station transmits radio beams, called radials, outward in every direction. Cowboy has an added feature—a Doppler system to control ground clutter interference.

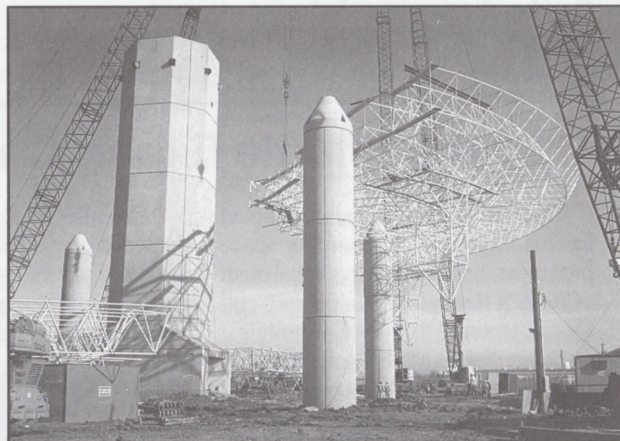
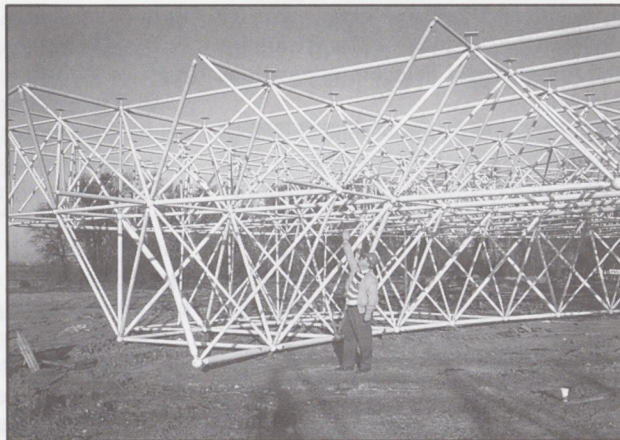
The facility's unique design was dictated by its urban location since the signal must clear tall buildings in the area.

The design encompasses a "spaceframe system" which provides structural support for the reflective counterpoise surface, which in turn, reflects the VOR signal into the airspace. This reflective surface is formed of steel grating which is 200 feet in diameter.

The facility's electronics will be housed at the top of the center support shaft which supports the spaceframe system.

Ronnie Uhlenhaker, FAA's Dallas/Fort Worth Metroplex program manager, calls the facility "a major milestone" and "key component" to help increase the airport's capacity.

When the Metroplex Air Traffic System Plan is up and running users will have access to "demand responsive" parallel arrival routes into Dallas/Fort Worth, and full-time parallel arrival routes to its satellite airports, Uhlenhaker says.

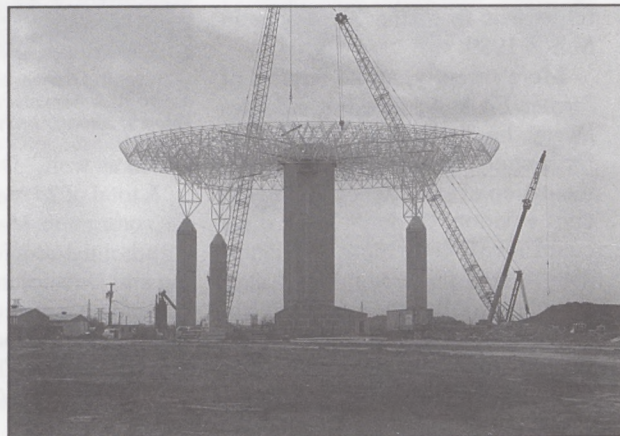


Top:
Program Manager Ronnie Uhlenhaker stands next to the "spaceframe" to give its size perspective. It is made of 5,125 structural steel struts joined at 1,367 points by round nodes that vary in size. They range from baseball size, weighing nine pounds, to bowling ball dimensions, weighing 60 pounds.

Middle:
First of four sections of the "spaceframe" is lifted into place. It took six cranes seven days to do the job.

Bottom:
Cranes finish lifting the "spaceframe" into place on Dallas/Fort Worth's Doppler VORTAC. The equipment room will be located at the top of the center shaft. A mezzanine level will be provided in the spaceframe to permit maintenance access to the Doppler antennas and other electronic gear above the center tower.

Photos by Ronnie Uhlenhaker and Allan Crocker



R&D *from page 1*

Right now, FAA is looking at a proposal that involves setting up a government and industry consortium to develop the hardware and software for the Aeronautical Telecommunications Network.

Under this proposal, the development of ATN would be a collaborative effort, in the form of a limited liability corporation with both the private sector and the FAA contributing. The agency has launched a discussion of this approach with various airline and user representatives.

"It's a new idea—some might say revolutionary—and there will be a number of hurdles to get past," Del Balzo says. "But, this partnership could speed up the development and acquisition process."

Helping the Aviation Industry

Del Balzo said the FAA has got to do

whatever it can to help the aviation industry through this difficult period and is focusing on three initiatives:

→ Continued screening of regulations to minimize costs.

→ Global harmonization of aircraft certification and operation.

→ Timely implementation of the capital investment plan—an area where the committee says it can help most.

The FAA, along with its industry partners, must "move much more quickly" to catch up with demands of the 1990s and prepare for the coming century, according to Del Balzo.

He said agency programs will need sustained, consistent funding, adding that the committee has done a great job at helping the agency sell its programs. But, it's also imperative that the FAA find ways to acquire and implement new technology much faster than it has in the past.

The agency is beginning to make

greater use of fast-prototyping—a strategy of awarding cost-plus development contracts prior to entering into a fixed-price contract. With fast-prototyping, problems can be ironed out before going into full-scale production.

Off the Shelf Technology

Another strategy under consideration calls for the FAA to fully embrace the concept of an open architecture for its systems and accept the idea of buying its technology "off the shelf."

The committee has been asked to help the agency find the best way to do this.

The committee has also been asked to help the agency take advantage of satellite technology much more quickly.

"We know the benefits for civil aviation will be enormous. We cannot afford, as an agency or an industry, to miss out on the opportunities this technology offers," Del Balzo said.

Space Shuttle Expert Chairs Research Committee

General James Abrahamson, noted for his expertise on complex space programs, has been named chairman of FAA's Research, Engineering and Development Advisory Committee.

Described as a "champion of aviation causes," Abrahamson directed the NASA Space Shuttle program from 1981 until 1984. He was then chosen by President Reagan to lead the strategic defense initiative which he directed from April 1984 until his retirement from the Air Force in March 1989.

More recently, at the request of former FAA Administrator James Busey, he directed the RTCA task force study on the uses and implementation of satellite technology in civil aviation. "I don't believe we could have found a more able candidate to lead this committee," says acting Administrator Joe Del Balzo.

Abrahamson replaces Robert Everett, who served as committee chairman for four years.

"Because of Bob's leadership and the work carried out by the committee, we have not only a stronger research and development program, but a stronger research and development organi-



L. to R., Robert Everett, Marty Pozesky, acting FAA Administrator Joe Del Balzo, and General James Abrahamson.

zation as well," Del Balzo said.

A total of 24 members now serve on the committee. Marty Pozesky, associate administrator for System Engineering and Development, who acts as the committee's executive director, introduced three new members at the group's recent meeting. They are:

→ Joseph McCormick, aerospace

consultant, former vice president and group executive of Allied Signal Aerospace Company, with over 35 years experience in the design, development and manufacture of high-technology electronic products for civil and military use.

→ Philip Odeen, president and chief executive officer of BDM International, Inc., whose background includes holding several senior positions in the Pentagon and on the National Security Council. Odeen was recently asked by Secretary of Defense Les Aspin to join a panel of experts to take a hard look at the defense budget, checking estimates for anticipated long-term savings and weapons costs.

→ John Stenbit, vice president and general manager of TRW Systems Integration Group. Stenbit also served with the Department of Defense, advising the Secretary on all communications and strategic command and control matters.

Group Meetings

Here is a list of the meeting dates, times and places for several FAA employee groups. Membership in all groups is open to all FAAers and members' guests.

Asian Pacific Coalition. The Coalition of FAA Asian Pacific Americans meets the *second Tuesday* of each month, 12 noon to 1 p.m., 9th-floor Civil Rights conference room. Contact Matt Asai, x77542.



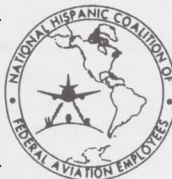
Black Coalition. The National Black Coalition of Federal Aviation Employees meets the *first Tuesday* of each month, 12 noon to 1 p.m., conference room 9AB. Next meeting: *June 1*. Contact Marcia Adams, x73488.



FWPC. The Federal Women's Program Committee meets on the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Contact Marcia Adams, x73488.

Headquarters EPG. The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m., MOC Room. Next meeting: *June 10*. Contact Bob Cripe, x78211, Ralph Randall, x78903, or Bruce Henry, x79216.

Hispanic Coalition. The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon. Next meeting: *June 2*, room 5A. Contact Francisco Estrada C., 287-8558, Rose Millar, x79005.



International Training. The Federal Aviation Club of International

Training in Communication meets *every Wednesday* from 12 noon to 1 p.m., room 9B. Contact Mary Overton, president, x79989.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, from 4:30 to 6 p.m., Vie de France dining area, 600 Maryland Ave., SW, Washington, DC. Next meeting: *June 10*. Contact Henry Butler, x79388.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m. Next meetings: *June 1*, conference room 8ABC, and *June 15*, conference 5AB. Contact Lynn Brown, x79589, or Valerie Kulhanek, x73318.



Quality Meetings. The FAA Headquarters Quality Network meets the *first Tuesday* of each month from 2 to 3:30 p.m., conference room 8ABC.

Healthbeat

Take a Walk. The Headquarters walkers meet *every Monday and Wednesday* from 2:30 to 3 p.m. in the lobby to take a two-mile walk around the building.

Interested employees should meet at 2:30 p.m. sharp at the rear entrance of the Headquarters building.

Attack Alert. "I remember feeling vaguely uneasy or uncomfortable, but I couldn't put my finger on it," recalls Bill Friedrich. He parked his car, felt damp and light-headed and walked into the Flight Standards District Office in Bedford, MA.

A coworker, Lois Corbett, recognized Friedrich's symptoms and he was rushed to a hospital. He had suffered a mild heart attack.

Friedrich, an operations aviation safety inspector, is back on the job and has gotten back his second class aviation medical certificate.

Contact Ted Criswell, x77925, or Lessie Dorse, x77447.

Volunteer Committee. The FAA Volunteer Committee meets the *second Tuesday* of each month from 10 to 11 a.m. in FAA conference room 5C. Contact Margaret Powell, x67037.



Dennis Hughes

A Greener DOT

DOT Secretary Federico Peña gives a pine sapling to department employee Frances Blackwell during an Earth Week event last month. Later, Peña planted one of the trees on the Nassif building grounds. Dozens of saplings were distributed at DOT and FAA Headquarters to make metro Washington a bit greener.

Find out more about his story and the importance of knowing the warning signs of a heart attack in the May issue of *FAA World*.



Osteoporosis Lecture. A "brown bag" lunch featuring a lecture on osteoporosis will be held on *Wednesday, May 26*, 11:30 a.m. to 12:30 p.m., conference room 5B.

A representative from the National Volunteer Health Agency of the National Capital area will be the guest speaker.

FAA's Health Awareness Program sponsors the event.

Flightplan

Salute to Managers. The annual "Salute to Managers" luncheon will be held on *Tuesday, June 8*, at the Hyatt Arlington, 1325 Wilson Boulevard.

The event features the presentation of the Sue Silverman Award, sponsored by the Headquarters Federal Women's Program Committee.

The luncheon cost is \$15.55. The payment deadline is June 1 and will be accepted in cash only for the exact amount.

To make reservations, contact Marcia Adams, x73488, or Lynda Griffin, x78136.

Black Coalition. The Fourth Annual Training and Awareness conference of the Washington Headquarters National Black Coalition of Federal Aviation Employees is scheduled for *Tuesday and Wednesday, June 8 and 9*, at Washington Headquarters.

Training credit and certificates will be given to those completing the workshops.

Space is limited, so employees are encouraged to register early.

For additional information, contact Dave Dawson, x77078, or Dennis Jackson, x77635.

Vietnam Fighter Pilot. The National Air and Space Museum is sponsoring a lecture by Congressman Randy "Duke" Cunningham on *Thursday, May 20*, at 8 p.m. in the Langley Theater.

Cunningham, the first fighter ace of the Vietnam War, will recount his experiences training fighter pilots at the Navy Fighter Weapons School—the famed "Top Gun" program at Miramar Naval Air Station. As commanding officer of the elite Navy Adversary Squadron, Cunningham flew Russian tactics and formations against America's best combat fighter pilots.

Diversity in AF. The Associate Administrator for Airway Facilities is holding an Airway Facilities diversity forum on *Tuesday, May 25*, 1 to 3 p.m., FAA auditorium.

Katherine Archuleta, deputy chief of staff to DOT Secretary Federico Peña, is the guest speaker.

All FAAers are invited to attend. Employees who want to submit a topic for future meetings, or need additional information, should call Barbara Froome, x77582.

Professional Development. The Senior Executives Association is holding its annual training conference on *Wednesday and Thursday, June 30-July 1*, at the Capital Hilton, Washington, DC.

This year's theme is "The Challenge of Change: Reinventing Government II."

The conference, aimed at GS/GM-14 and 15 federal executives, is centered on the new administration's themes to reinvent government—leadership, empowerment, innovation, teamwork and cost cutting. It is designed to show federal executives how impending changes will affect their responsibilities.

In most cases, the conference will assist in fulfilling the professional development requirements for the senior executive service recertification process in 1994.

The registration is \$495 for employees and \$224 for retirees.

To register, or for more information, call (202) 927-7000, or fax training authorizations to (202) 927-5192.

Jobs Abroad. The International Civil Aviation Organization (ICAO) has several job announcements open to FAA employees.

Positions are being advertised under the following vacancy numbers:

In Montreal, PC-93/04/P-4, Technical Officer, Operations-Airworthiness; PC-93/05/P-4, Economist; PC-93/06/P-4, Council Secretariat Officer.

In Cairo, PC-93/07/PO, ICAO Representative.

Government employees accepting ICAO assignments are entitled to reemployment rights.

Applications are due in Administrative Systems & Overseas Support, API-19, by *Monday, June 7*.

For more information about salaries, qualifications, applications and benefits, contact your servicing Human Resource Management office of API-19, (202) 267-9085.

EEO Complaints

Trained Counselors Ready to Help

Reporting job discrimination or sexual harassment is easy at FAA Headquarters with 23 counselors trained to help.

An employee who believes he or she has been discriminated against because of race, color, religion, sex, national origin, age (40 years or older), physical or mental disability or reprisal, must first consult with an Equal Employment Opportunity counselor within 45 calendar days of the matter.

If the complaint stems from a personnel action, a counselor should be contacted within 45 calendar days of its effective date.

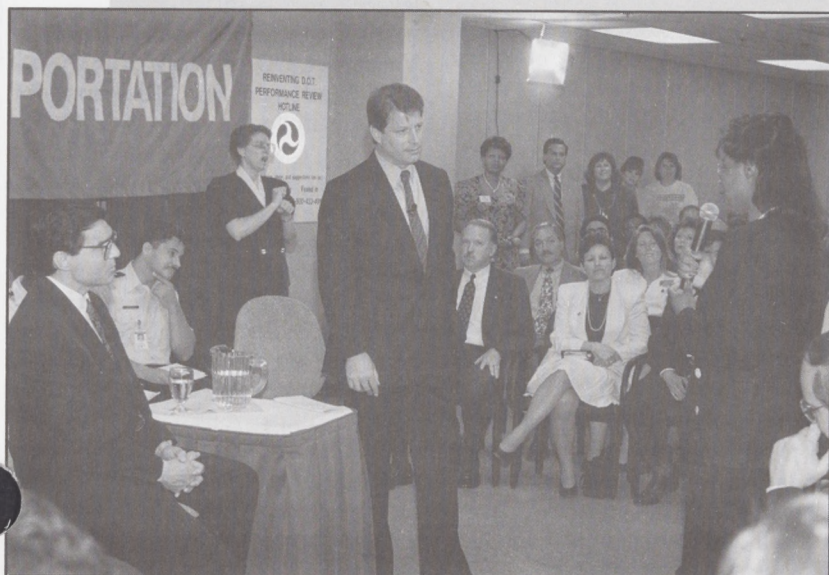
Here are the routing symbols and telephone number of the Headquarters EEO counselors.

Joyce Bentley, AEE-20, x73554
Vonya Brown, ANN-120, x76540
Brian Calandine, AFS-250, x79531
Carmen Carrion, ASF-10, x77067
Warren Davis, ATP-216, x79224
Lynda Griffin, AIT-100, x78136
Greg Joyner, ASE-300, x78634
Monique Lance,
ANN-130, x76552
Eileen Lee, APM-130, 287-8674
Valinda Lewis,
AIA-100, x73230, x78397
Delbert Mann,
ASU-423, (410) 962-3129
Harkey Mayo, ASF-3, x77419
Mehul Parekh, AHD-300, x65425
Lola Palmer, ASU-310A, x77690
Helen Penn, AAA-110, x77629
Samuel Petitto, AIT-500, x77444
Robert Pierce, ASM-110, x73066
Delores Powers,
AAM-120, x61114
Catherine Randall,
AND-20, x79865
Don Simons, ATM-120, x78343
Yolanda Stevens,
AGC-600, x73199
Laura Swanson, ASE-4, x77120
Richard Wu, AFE-200, 287-8588



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Jay Carroll

Takin' Care of Business

Vice President Al Gore listens to a DOT worker, one of 200 DOT employees, including 40 FAAers, who gave suggestions about streamlining government at a "town meeting." The event was hosted by DOT Secretary Federico Peña and held in a Nassif building conference room on May 11. It was broadcast over TV-TEN and FAA Headquarters' in-house channel and beamed by satellite to 34 agency locations across the country. To make suggestions on how to "reinvent" the DOT and change the way its does business, call 1-800-433-4920 or fax 1-800-433-4919.

Airway Facilities Accolades

Seven Sectors Win National Honors

Seven Airway Facilities sectors have received national awards for the 1992 fiscal year.

Four top sectors in three categories were praised for exhibiting the highest achievement in facility performance, human resource management and general programs.

Three additional sectors were also honored this year with the newly-established Distinguished Sector of the

Year award, presented to those sectors whose facility/service was most improved from the previous fiscal year.

The top four sectors were selected from a group of regional winners in these categories—General National Airspace System (GNAS), Level IV/V; GNAS, Level II/III; and Air Route Traffic Control Center (ARTCC).

Turn to page 3 for list of national and regional winners.

Reinventing FAA

Team Tackles the Way Agency Does Business

In March, when the President announced a task force to review the way the federal government does business, little did Darlene Freeman know that she would soon join the ranks of Washington policy makers.

Freeman, associate administrator for Aviation Safety, is the FAA's lead official for the National Performance Review.

Freeman heads a 13-member team, from organizations throughout the agency and the field, to develop a review from FAA's perspective. The report will be delivered to DOT in mid-August and incorporated into a larger DOT report, which will be submitted to the White House on August 30.

In addition to Freeman, members of FAA's task force include:

- Joaquin Archilla, ASM-1
- Jerry Franklin, ACE-2
- Brooks Goldman, AVS-2
- George Hendon, ACE-600
- Mike Henry, AFS-800
- Joann Kansier, ANC-200
- Ken Lauterstein, OPMT
- Paulette Lutjens, ABU-100
- Bob Matthews, ASF-3
- Dee Richard, AHD-300
- Lane Speck, ATP-1
- Norm Weil, APO-3

At the national level, approximately 150 federal government employees, from different agencies, serve on the National Performance Review task force, chaired by the Vice President.

The task force will "grade" the federal government and identify ways the government can operate more effi-

turn to Review on page 2

Highlights

Quieter Planes. The number of noisy "stage 2" commercial airplanes operating in the country continued to decline in 1992, the FAA reports.

Quieter "stage 3" airplanes accounted for 59.3 percent of the commercial fleet in U.S. operations at the end of the 1992 calendar year. That's up by about five percent from the "fleet mix" reported by airlines at the end of 1991.

The airlines' latest annual reports indicate 2,366 stage 2 airplanes on December 31, 1992, down from 2,498 for 1991.

At the same time, the number of stage 3 aircraft increased from 2,685 in the airlines' initial reports for 1991 to 3,450 by the end of last year.

The total number of large airplanes increased from 5,183 reported in 1991 to 5,816 in 1992.

2 Million Telecommuters. Telecommuting—working at home or from regional "telework" centers—has the potential to reduce traffic congestion, air pollution, traffic accidents and energy consumption, according to a DOT study.

About two million full-time workers now practice telecommuting at least part of the week. This figure could reach 7.5 million to 15 million within 10 years, the study found.

Currently, up to 30 percent of the nation's labor force works at home, at least part of the time. This includes everyone at home, part time or full time, whether they are telecommuters or not.

The study discusses the pros and cons of telecommuting and explores its potential benefits.

Under the Intermodal Transportation Efficiency Act of 1991, federal funds can be used for planning, developing and marketing telecommuting programs.

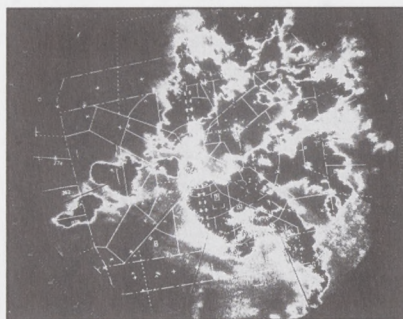
Copies of the report, *Transportation Implications of Telecommuting*, are available from the DOT's Technology Sharing Office, 400 Seventh Street, SW, M-443.2, Washington, DC 20590.

Weather Accidents. A report from AOPA's Air Safety Foundation cites weather as the top cause of serious gen-

eral aviation accidents in 1992.

More than 44 percent of all serious accidents occurring in instrument conditions involved continuance of visual flight into bad weather.

AOPA's *Joseph T. Nall General Aviation Safety Report* is financed by a fund established in 1990 in memory of Nall, an NTSB member who was killed aboard a fact-finding flight which crashed near Caracas, Venezuela, in 1989.



Thunderstorms as shown on a controller's radar screen.

For a free copy of the 23-page report write: Nall Report, AOPA Air Safety Foundation, 421 Aviation Way, Frederick, MD 21701. Enclose a large, 6" x 9" self-addressed, stamped envelope with 52-cent postage affixed.

Speedy Rails. The DOT has unveiled a comprehensive, five-year, \$1.3 billion high-speed rail initiative which was sent to Congress late last month.

The program would fund investment in various corridors and the development of magnetic levitation—"maglev"—pro-

National Performance Review from page 1

ciently and effectively.

It will evaluate federal programs to determine how its customers are being served and if service needs to be improved. Programs that can be cut will be identified by the group.

By loosening the reins of bureaucracy, the task force hopes to encourage an entrepreneurial attitude among managers by giving them more authority to choose and manage their programs and have direct access to funds.

By eliminating some of the bureau-

cratic layers, the group hopes that new

programs can be initiated. A National Performance Review report is due September 7 and aims to outline what's working in the federal government and what needs to be changed.

Among the cities that are eligible to seek Federal Railroad Administration funding under the program are five priority corridors designated by the DOT last year. They are:

- ➔ Chicago to St. Louis, Detroit and Milwaukee
- ➔ Miami-Orlando-Tampa
- ➔ San Diego-Los Angeles-Bay area and Sacramento via the San Joaquin Valley
- ➔ Eugene-Portland-Seattle-Vancouver, BC in Canada
- ➔ Washington, DC-Richmond-Raleigh-Charlotte

Coffee, tea or emu? The emu, an ostrich-like flightless bird, will be offered on the menu of Qantas, Australia's international airline.

A native of Australia, the emu has 20 times less cholesterol than beef and has been bred on ranches for more than a decade, the airline said.

Announcement Alert. Because of technical problems associated with the Headquarters building's public address system wiring, announcements can only be heard on floors 3, 4, 9 and 10.

All announcements must be cleared through Public Affairs, APA-340, at least one business day in advance.

Announcements will not be approved if other media channels have been used in advance to alert employees: fliers, posters, announcements in *Headquarters Intercom* and on *TV-TEN*.

cratic layers, the group hopes that new programs can be initiated.

A National Performance Review report is due September 7 and aims to outline what's working in the federal government and what needs to be changed.

Next month, the co-author of the book, *Reinventing Government*, will speak at Headquarters. Details in "Flightplan" on page 4.



Airway Facilities' 1992 Top Sectors

General National Airspace System

Level IV/V

Tri-State, West Trenton, NJ

Eastern Region

Golden Gate, Hayward, CA

Western-Pacific Region

They were chosen from these regional winners: *South Alaska*, Anchorage, AK, Alaskan Region; *St. Louis*, MO, Central Region; *Tri-State*, West Trenton, NJ, Eastern Region; *Wisconsin*, Green Bay, WI, Great Lakes Region; *Salt Lake City*, UT, Northwest Mountain Region; *Covington*, KY, Southern Region; *Houston*, TX, Southwest Region; and *Golden Gate*, Hayward, CA, Western-Pacific Region.

General National Airspace System

Level II/III

Bangor, ME

New England Region

Bangor was chosen from these regional winners: *North Alaska*, Fairbanks, AK, Alaskan Region; *Des Moines*, IA, Central Region; *Shenandoah*, Charleston, WV, Eastern Region; *Illinois*, Springfield, IL, Great Lakes Region; *Bangor*, ME, New England Region; *Billings*, MT, Northwest Mountain Region; *San Juan*, PR, Southern Region; and *Little Rock*, AR, Southwest Region.

Air Route Traffic Control Center Sector

Washington ARTCC, Leesburg, VA

Eastern Region

Leesburg was chosen from these regional winners: *Anchorage*, AK, Alaskan Region; *Washington*, Leesburg, VA, Eastern Region; *Chicago*, IL, Great Lakes Region; *Denver*, CO, Northwest Mountain Region; *Memphis*, TN, Southern Region; *Fort Worth*, TX, Southwest Region; and *Los Angeles*, CA, Western-Pacific Region.

Distinguished Sector of the Year

GNAS, Level IV/V

St. Louis, MO

Central Region

GNAS, Level II/III

Shenandoah, Charleston, WV

Eastern Region

Air Route Traffic Control Center

Chicago, IL

Great Lakes Region

Scholarships

Apply for College Money by June 30

Need financial help paying for books or courses?

The deadline is June 30 to apply for the Headquarters Employee Participation Group's second annual scholarship program.

The Headquarters Employee Scholarship Fund again expects to distribute a total of \$2,000 in grants before this year's fall semester.

All permanent Headquarters Aers, their spouses and dependents are eligible to apply.

The program is managed by the

HEPG in cooperation with the Office of Labor and Employee Relations.

A scholarship committee will decide on scholarship awards and amounts.

Application forms and specific details are available in room 302 of the Headquarters building.

The form asks for a family financial statement, scholastic history and transcript, personal references and a statement of personal and career goals.

For more information, contact Gerrie Robinson, ARM-24, x79678.

Headquarters Intercom

May 25, 1993

No. 93-18

Diane Spitaliere
Editor

Michael A. Malden
Art Director

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*800 Independence Avenue, SW
Washington, DC 20591
(202) 267-7311*

Flightplan

Aviation Modeling. FAA's first aviation modeling international symposium will be held *Sunday through Friday, June 13-18*, at the Sheraton Washington Hotel, Washington, DC.

The event, sponsored by the Systems Analysis and Model Development divisions of the Operations Research Service, will feature presentations on state-of-the-art North American, oceanic and European airspace modeling. It will also include worldwide aviation, weather, airline scheduling and airport modeling.

Guest speakers will include Tom Cook, American Airlines Decision Technologies; Amedeo Odoni, Massachusetts Institute of Technology; Heinz Winter, German Aerospace Research Establishment; John Bobick, ATAC Corporation; and John McCarthy, National Center for Atmospheric Research.

Working groups will be formed on-site to address critical modeling issues, such as future applications, advances in simulation and optimization, standardization and systems integration, advances in computer technology, and management and policy.

Reports of the working groups will be

presented at the closing plenary session.

For more information on the technical sessions, contact Bob Rovinsky, AOR-100, 287-8506, or David Winer, AOR-200, 287-8520. For registration information, call Systems Resource Management, Inc., (301) 949-7477.

AXO Awards. System Operations is once again seeking nominations for its annual honorary awards program.

The program focuses on noteworthy contributions in the accomplishment of the AXO mission through cross-organizational teamwork.



AXO Spirit Awards will be given in four categories: *Systems Enhancement*, *Quality in Work Life*, *Vision of Tomorrow*, and *Communication*.

Nominations are being accepted by appropriate regional and Headquarters awards coordinators through June 15.

For more information, call Lynda Deaton, ATZ-10, x79920.

Reinventing Government. The co-author of one of Washington's hottest books—*Reinventing Government*—Ted Gaebler, will speak to FAAers on *Thursday, June 17*, 9 to 11:30 a.m., third floor auditorium. He will discuss ways of making government more flexible, creative and entrepreneurial.

A second speaker, Steve Anderson, a partner of Andersen Consulting Company, will discuss lessons learned from business re-engineering projects.

Managers have first preference for seating, but there is some space for staff. To make a reservation, contact Dani Levenson, AIT-200, x79973. Any questions? Contact, Elli Klein, AIT-200, x79972.

AF Awards. Airway Facilities is seeking nominations for its fourth annual honorary awards for excellence program.

The program is a peer/subordinate nomination and selection process. It provides a means of expressing appreciation by peers and subordinates for superior or special individual and group performance.

Headquarters nominations are due *Tuesday, June 1*. A panel will meet later that month to select national winners.

For more information on the awards process and the nomination categories, call Lorelei White, AAF-30, x77979; Margerie Johnson, ASM-10, x79454; Sharon Fletcher, ANS-10, x77860; or Margaret Wheat, AOS-10, x79823.

Black Coalition. The Fourth Annual Training and Awareness conference of the Washington Headquarters National Black Coalition of Federal Aviation Employees is scheduled for *Tuesday and Wednesday, June 8 and 9*, at Washington Headquarters.

Training credit and certificates will be given to those completing the workshops.

Space is limited, so employees are encouraged to register early.

The cost is \$40 for members and \$45 for nonmembers.

For additional information, contact Dave Dawson, x77078, or Dennis Jackson, x77635.

People

Blood Donations. Joel Jacknow, of FAA's Research and Development Service, will require up to 100 blood and platelet transfusions to accommodate a bone marrow transplant on June 15.

Part of a cure for Jacknow's non-Hodgkin's lymphoma, the procedure will last from four to six weeks at Fairfax Hospital and continue during a home recovery period of up to two months.

Jacknow is requesting that blood and platelet donations be made directly to the Fairfax Hospital Donor Center, 3289 Woodburn Road, room 10, Annandale, VA, telephone (703) 698-3885. The hours of operation are Monday through Friday, from 8 a.m. to 8 p.m., and Saturday, from 9 a.m. to 5 p.m. All blood types are accepted.

Appointments are not necessary but are a good idea to ensure donor eligibility.

"I feel a moral obligation to replace as many of these units as possible so that blood products are available to all who need them in the future," said Jacknow.

Employees wanting more information, can call Jacknow, 287-7804.



U.S. Department of Transportation
Federal Aviation Administration

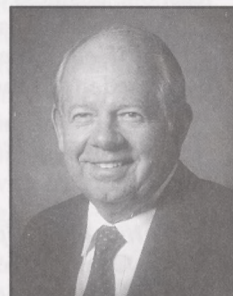
Headquarters Intercom

FAA's Top Spot *Hinson Nominated for Administrator's Post*

The White House has nominated David Hinson, 60, as the next FAA Administrator.

If confirmed by the Senate, Hinson will bring to the agency extensive airline, general aviation and aircraft manufacturing experience.

Hinson has been executive vice president for marketing and business development for Douglas Aircraft Company since January 1992, with responsibility for



David Hinson

turn to New Administrator on page 3



Acting FAA Deputy Administrator Monte Belger, second from left, congratulates Aviation System Standards Director Bill Williams, center, and AVN staffers, from left to right, Joe McNutt, Irvin Vincent and Ken McAdams.

Empowering People

Aviation System Standards Receives 'Quality' Award

Aviation System Standards (AVN) was hailed as the agency's "top quality office" at a recent Aeronautical Center awards ceremony.

Acting FAA Deputy Administrator Monte Belger presented the group with FAA's Quality Management Award for its effectiveness in fostering quality improvement, increasing customer satisfaction, and realizing substantial cost savings and efficiencies through employee empowerment, development recognition and leadership during the 1992 fiscal year.

turn to Quality on page 6

Highlights

High Honors. Thirteen FAAers, including acting Administrator Joe Del Balzo, received top civil service awards.

Details on page 5.

Know Their ABCs. The word is getting out about FAA's major airspace reclassification which goes into effect September 16.

A recent survey of pilots who belong to the Aircraft Owners and Pilots Association shows that 84 percent were aware of the pending changes.

Twenty-seven percent said they have attended a seminar sponsored by the FAA or another aviation group about reclassification, and 81 percent said

turn to Highlights on page 2

Executive Board

Making Decisions That Affect All FAAers

The Executive Board is sort of like Hercegovina.

It's a vaguely familiar term but, if asked, most FAAers would have a tough time nailing it down or placing it in the larger scheme of things.

For most employees, if they think about it at all, the Executive Board gets lumped together with the Executive Review Committee (ERC), the Operational Planning Management Team

(OPMT) and the Administrator's Management Team (AMT). *See definitions of these groups on page 4.*

The Executive Board is not happy with this elusive image. It has a vested interest in letting FAAers know what the board is about and what it's up to. As board chairman Monte Belger puts it: "We want to make sure FAA folks up and down the line know what we are doing

turn to Executive Board on page 4

Highlights *from page 1*

they would attend an informational meeting to learn more.

Six classes of U.S. airspace are being established.

They will be designated by a single letter of the alphabet—A, B, C, D, E, and G.

Sounds of Silence. Because of technical problems associated with the Headquarters building's public address system wiring, announcements can *only* be heard on floors 3, 4, 9 and 10.

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Announcements will *not* be approved if other media channels have been used in advance to alert employees: fliers, posters, announcements in *Headquarters Intercom* and on *TV-TEN*.

Traffic Alert Update. In a report sent to Congress last month, the FAA outlined the status of the Traffic Alert and Collision Avoidance System—TCAS for short.

The device alerts cockpit crews if another aircraft is too close or on a collision course and recommends corrective maneuvers.

As of the end of March, more than 4,500 airline and corporate aircraft were equipped with TCAS. These aircraft logged more than 10 million hours of operation.

Data collected by the FAA indicates that TCAS is providing an additional margin of safety, but also showed that it could be improved to be more compatible with the air traffic control system.

A new software modification was made to improve the system.

The report also listed eight additional steps that were taken to improve the acceptance of TCAS among the air traffic work force and allay concerns of some industry participants.

A survey of all domestic airlines, the report said, shows that they all expect to meet the December 30 deadline for being fully equipped with TCAS.

Committee Kudos. Members of the Headquarters Black History Month committee were recently acknowledged at an awards and recognition program for their efforts in sponsoring last February's black history events.

Sponsoring organizations, committee chairs and members were presented plaques, certificates and other black history mementos by Assistant Administrator for Civil Rights Leon Watkins.

The theme was "Afro-American Scholars, Leaders and Activists."



Diane Ables presents commemorative posters to Black History Month contributors.

Activities included presentations by Lt. General Benjamin Davis, Bren Car Dancers, Tyrone Vernon, Marita Golden, Alice McGill and the Reverend Walter Fauntroy. Employees also had the opportunity to participate in a black history jeopardy contest.

College Reference. The *Post-Secondary Aviation and Space Education Reference Guide* is available from the publications rack in the Aviation Education Division, Nassif building, room PL100.

The 93-page publication lists over 500 U.S. colleges and universities offering aviation and space programs. Also included are detailed descriptions of 12 collegiate aerospace degree areas and more than 20 scholarship source possibilities.

Transit Benefit. Metrochecks will be issued at Headquarters, June 14-18,

room 531A, from 9 a.m. to 12 noon, and from 1 to 3 p.m.

During the same hours of operation employees can pick up metrochecks in the Nassif building, room 2418, June 7-11. At the U.S. Coast Guard building, the fare benefit is available June 21-25, room B205, from 9 a.m. to 12 noon.

A new application for transit benefit form, DOT F 1700.18A, must be filed when a home or office address change occurs. Forms are available in room 537.

Fitter FAAers. The Aero-Fitness Health Center recently opened its doors to Aeronautical Center employees and their spouses.

The Oklahoma City facility, located in the basement of the new Registry building, contains a complete line of weight training and cardiovascular equipment, including stair-masters, stationary bikes and treadmills. The facility also offers a running track, aerobics and racquetball. It includes showers, locker rooms and saunas.

The facility, managed by Bio Performance Systems, Inc., is open Monday through Saturday. Individual membership fees average about \$14 a month. Fees are higher for employees exercising the family membership option.

The center is the result of a 1991 commitment of then DOT Secretary Sam Skinner to provide a wellness facility to all employees.

Headquarters Intercom

June 1, 1993
No. 93-19

Diane Spitaliere
Editor

Michael A. Malden
Art Director

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APA-340*

*800 Independence Avenue, SW
Washington, DC 20591
(202) 267-7311*

Pig Patrol. Alaska airport officials have come up with a unique solution to deal with the deadly mix of birds and jet engines.

In a low-tech answer to the problem, three pigs have been released on an island in Alaska's Lake Hood. Their job—to eat sea gull eggs.

The lake is a float plane base next to Anchorage International Airport.

According to airport officials, the pigs are doing a good job. They have been roaming the island, disrupting the nesting process.

The danger of birds damaging airplane engines is greatest at low altitudes, particularly during takeoff.

Computer Compliments. The Airway Facilities' computer-based instruction (CBI) troubleshooting techniques course recently received an award for "creative and technical excellence," announced the Office of Training and Higher Education and the Airway Facilities Training Program Division.

The 16-hour interactive video disc course was awarded a bronze medal during the 1993 INVISION multimedia awards presentation in San Jose, CA.

The course teaches the principles of logical troubleshooting by applying proven strategies. It also provides refresher training to experienced troubleshooters.

The course was designed with sophisticated step-by-step procedures to analyze student response, providing troubleshooting exercises and feedback tailored to individual student needs. The program can develop a list of suspect components and a logical sequence of tests for each.

The highly interactive course is ready to run on the new OATS computer-based instruction training delivery platforms.

New England Innovator. New England Region's Sheila Bauer was named "Innovator of the Year" by the Boston Federal Executive Board for her "inventive and vigorous approach in promoting the numerous FAA aviation education programs throughout New England."

Bauer, the region's aviation educa-

tion specialist, spearheaded the development of the new Massachusetts Aviation Education Council, a consortium of 25 education, industry and professional groups.

She introduced the nation's first "Careerport at Airports" at Barnes Airport, Westfield, MA, and installed four others in the region that offer career brochures to their communities.

Additionally, she established 15 aviation education resource centers through partnerships with industry, state and federal agencies and public education institutions.

She was honored at the annual excellence in government awards ceremony in Boston.

Bauer, an FAA employee since 1991, is a private pilot with instrument and multi-engine ratings.

Extra Copies. Need an extra copy of a past issue of *Intercom*, *FAA World* or *DOT Today*? They're available in room 911.



Sheila Bauer

New Administrator Tapped by President continued from page 1

leading the marketing development and sales of McDonnell Douglas commercial jet transports.

Hinson served as a naval aviator on active duty and in the reserves for 10 years. He later served as a Northwest Airlines pilot on domestic and international routes for three years.

In 1961, he became the youngest flight instructor for United Airlines at the age of 28.

He then became captain and director of Flight Training for West Coast Airlines in Seattle, eventually becoming director of Flight Standards and Engineering for West Coast's successor, Air West.

In 1973, Hinson founded Hinson-Mennella, Inc., a closely held partnership, to pursue business acquisitions. Among others, the organization acquired Flightcraft, Inc., the Beech aircraft distributor in the Pacific Northwest.

Hinson was an original investor and one of four founders of now-defunct Midway Airlines. Prior to assuming his position at Douglas Aircraft, he was chairman and chief executive officer of Midway.

DOT Secretary Federico Peña said Hinson's experience in both the manufacturing and airline sectors of the industry make him uniquely qualified to serve as FAA Administrator.

"David has made promoting aviation safety a priority," he said, "which is the foundation of FAA's mission."

Hinson holds a BA in general studies and business from the University of Washington.

He is a member of the advisory board of the Graduate School of Business at both the University of Chicago and the University of Washington, and a trustee of the Naval Aviation Museum Foundation.

Hinson, a native of Oklahoma, is married with three children.

**FAA
CONSUMER
HOTLINE
1-800-FAA-SURE
1-800-322-7873**

Consumers may call this number if they have problems with services provided by FAA.
Do **NOT** call with complaints about airline service.

Toll free, 8 am to 4 pm Eastern time,
Monday - Friday, except holidays.

Executive Board *continued from page 1*

because they have a stake in this process.

"Many of the issues we discuss and the decisions we make affect their lives. And, by the same token, we can't do our job well without feedback and reaction from employees throughout the agency. The ivory-tower approach has already been tried and been found wanting."

So, in the next few weeks, FAAers will begin seeing a lot more information on Executive Board activity. Minutes of board meetings, which up to now have been disseminated only to AMT members, will be given wider distribution.

A synopsis of board activity will be put on electronic mail, and Executive Board highlights will be included as a regular feature of Headquarters and regional *Intercoms*.

However, in order for these activity reports to make any sense, most FAAers first need a primer on what the Executive Board is, what it's designed to do and who make up the board's membership.

Actually, the Executive Board has been around since the mid-1980s, but only recently in an environment of shrinking resources has the board's role come into sharp focus as a logical instrument for helping run the agency in a more business-like fashion.

During the transition, both the act-

ing Administrator and the acting Deputy Administrator have taken active roles in the board.

Other members include the three Executive Directors, the assistant administrator for Budget and Accounting, and the assistant administrator for Policy, Planning, and International Aviation.

As its mandate states, the Executive Board "provides the forum and structure to address agency policy issues and provides counsel and/or recommendations to the Administrator for decision and serves as the final review authority on issues requiring decisions by the Administrator."

What this all means is that the Executive Board serves as a mechanism for addressing major policy issues in a logical, ordered manner instead of having them hit the Administrator's desk in helter-skelter fashion from all over the agency.

Another major benefit the board provides is a corporate perspective in contrast to the individual perspectives of "stove-pipe" program offices, each vying separately for the Administrator's attention and scarce agency dollars.

Normally, the board meets twice a week, Monday and Thursday afternoons from 1 to 5 p.m.

On Mondays, it deals with strategic policy issues and Thursdays with tactical issues, many of them identified by the ERC or the OPMT as needing the board's review and approval.

Some of the major strategic issues recently discussed by the board range from the adoption of new FAA management principles designed to operate the FAA in a more business-like fashion with greater focus on its customers, acquisition reform and the OPMT's proposed operational plan, to the development of a system to measure cost/performance and accountability.

Tactical issues include: staffing goals for the 1994 and 1995 fiscal years, consolidation of regional communications centers, decommissioning of facilities not meeting establishment criteria, and proposals to reduce the cost of printing and graphics.

The Executive Board is still getting used to its new, expanded role in helping the agency run more like a business.

But, the last few months during the interim between Administrators have been a valuable learning experience.

And, with businessman David Hinson nominated to become the agency's new Administrator, the board is ready to help him sort through and make sense of the many new and unfamiliar issues on his plate.

FAA's Top Management Teams

The **Executive Review Committee (ERC)** assists the FAA Executive Board and the Administrator by reviewing budgetary matters pertaining to the operations appropriation. Chaired by the Director of Budget Ruth Leverenz, the ERC resolves issues on its own "where feasible and appropriate" and makes recommendations to the Executive Board.

Other ERC members include: AAF-1, AAT-1, AVR-1, ASU-1, ASF-1, AMC-1, AHR-1, ARP-1, ACS-1, AIT-1, AGC-1.

The **Operational Planning Management Team (OPMT)** serves as a senior management forum for integrating the various organizational plans of the agency into a corporate operational plan that drives FAA's programs and budget. The OPMT forwards its recommendations on operational issues to the Executive Board through the customer/supplier group, an informal group of AXO and AXD associate administrators. OPMT members must be at the deputy associate administrator level or above in Washington Headquarters. Regional and Aeronautical Center representatives on the OPMT must be regional/center administrators or their deputies.

The **Administrator's Management Team (AMT)** consists of senior management officials who report to the Administrator directly or through an Executive Director. Members include: chief counsel, chief of staff, executive directors, associate administrators, assistant administrators, regional administrators, director of the Technical Center and the director of the FAA's Europe, Africa, and Middle East office. The AMT usually meets as a group on a quarterly basis.

The AMT serves the purpose of providing a top management forum for sharing ideas, issues, concerns, and top-down direction from the Administrator as well as bottom-up feedback from AMT members. AMT members participate as peers.

Civil Service Awards

Del Balzo, Aquilano and Owens Honored With Top Laurels

Thirteen FAAers, including acting Administrator Joe Del Balzo, received top honors for excelling in their agency jobs last year.

Receiving the 1992 Distinguished Presidential Rank Award—the government's highest accolade given to members of the Senior Executive Service—were Del Balzo, Arnold Aquilano, associate administrator for Airway Facilities; and Nobby Owens, who retired last year from the post of deputy associate administrator for Air Traffic.

The award is given for “extraordinary” federal service.

Del Balzo, Aquilano and Owens were singled out for “excellence” and “personal initiative” in addressing major issues affecting the nation and the world.

Ten FAAers were also honored with Meritorious Presidential Rank Awards. Recipients of both awards were officially announced at a May 6 Headquarters ceremony

Those receiving meritorious awards were:

Ted Beckloff

Southern Regional Administrator

Jon Jordan

Federal Air Surgeon

Larry Craig

Manager, Southwest Region Air Traffic Division

Leonard Mudd

Director, Airport Safety and Standards

Paul Galis

Director, Airport Planning and Programming

Marty Poesky

Associate Administrator for System Engineering

Dave Hurley

Director, Air Traffic System Management

Ray Salazar

Director, Center for Management Development

Fred Isaac

Northwest Mountain Regional Administrator

John Turner

Associate Administrator for NAS Development

Jumping Roadblocks

Professionalism, Positive Attitude Foster Success

Professionalism and a positive attitude go a long way toward making the workplace better and getting along with others.



Cecilia Harley

That was the focus of recent training sessions to mark National Professional Secretaries Week which zeroed in on personal growth and career success.

Cecilia Harley, secretary to FAA's deputy administrator and seminar contributor, stressed the importance of maintaining a positive outlook.

“Having a positive attitude reflects in your appearance, work habits, and ability to get along with others,” she

says. She calls a positive attitude a “priceless” possession and points out that many people are often “quick to criticize the negative.”

FAAers should be just as quick to recognize positive things, too. “If the job was done well, then the individual should be told so,” Harley believes.

Harley also emphasizes that it's important to recognize problems, realize what needs to be done and move on.

“There will be life's roadblocks,” she says, “but we can turn a negative situation around and make it better. We can talk about the problem with a close friend or even with the individual we are upset with.

“An apology might be in order. Sometimes people don't even realize they have offended you. Take a walk to clear your head. In some cases when

it's a no-won situation, let it go.”

A video entitled, “Attitude—Your Most Priceless Possession,” highlighted attitude adjustment and renewal techniques for the more than 60 administrative employees attending the events.

Sponsored by the Office of Civil Rights and the Federal Women's Program Committee, the workshops were conducted by Genise Stancil and Debi Holden of the Career Development Branch.



FWPC vice president Naomi Bryant with seminar coordinators Genise Stancil and Debi Holden.

To enhance the quality and availability of training, the FAA is developing a training program based on today's interactive technology. It's called distance learning.

FAA currently spends \$40 million a year on travel and per diem costs associated with centralized resident training. This, coupled with job conflicts, contributes to employees not taking advantage of planned training activities.

Distance Learning *Training Tool of the Future*

Distance learning features interactive multimedia delivery, providing training opportunities to students at remote sites. It includes video training, computer-based instruction and print-based training materials.

The new learning technique will bring to the work site some of the training now conducted in centralized classrooms. Where appropriate, it will be applied to instructor-led classroom training.

Some of FAA's technical services are already using the new technology to train its employees.

Last year, an existing two-day seminar, entitled instrument landing system flight inspection, was used as a pilot program to demonstrate the effective use of teletraining technology. The course—traditionally held

at the FAA Academy—normally accommodates 12 technicians from facilities across the country.

When tested, the teletraining version trained 60 students and reduced course time from 16 to 12 hours, a reduction of 25 percent. All course objectives were met and travel costs were cut. Videotapes of the course were made available to those who could not attend.

The FAA Center for Management Development noted similar cost and efficiency savings when it conducted a pilot course on labor management relations via satellite. It was delivered to 100 Flight Standards managers located at eight regional sites and FAA Headquarters.

These are just two examples of how distance learning can be applied. Using computer based instruction, Flight Standards will be able to ensure training consistency and the application of regulations.

The Office of Human Resource Development and the Center for Management Development can develop agency-wide management and general training courses.

Airway Facilities will have the capability to screen students and determine its training needs. Air Traffic anticipates using the new technology for certifying some controllers and flight service specialists.

"The agency's objective is provide the right training to the right person, at the right time and place," said Larry Blevins, manager, Regulations and Standards Training Program Division.

Quality *from page 1*

Belger emphasized that "the real payoff in quality initiatives is public recognition that FAA is doing the best job it can."

The award recognizes agency groups for significant achievements in quality management.

The fourth annual awards process included all agency organizations involved in quality im-

provement efforts. Award criteria was based on eight categories.

The Oklahoma City ceremony highlighted quality efforts by various Aviation System Standards organizations, resulting in national recognition.

In addressing a packed auditorium, Belger outlined the organization's projects that reflect quality results and improve the FAA's image as a customer-focused organization. He talked

about the organization's symposia for national airspace users, which received a 90 percent approval rate; the Denver airport project support, where all flight inspection and procedures were accomplished on or ahead of schedules; and the customer service overview team, which increased the effectiveness of the process to develop instrument flight procedures.

Bill Williams, Aviation System Standards director, in accepting the award for the group, said AVN people had saved the government \$13.7 million in cost avoidance by their efforts. He thanked employees for their "quality" efforts throughout the year.

"Our employees are our greatest asset—empowering people results in ordinary people doing extraordinary things," said Williams.

Aviation System Standards—a Headquarters organization based in Oklahoma City—has about 1,000 em-

ployees and includes nine inspection field offices in the United States, Germany and Japan.

The organization was also a finalist for the Rochester Institute of Technology-USA Today Quality Cup Award, finishing in the top three among 350 applicants in the government category.

People

Leave Donations. Karen McCoy, of the Advanced Systems and Facilities Division, is an eligible candidate for FAA's leave donor program.

McCoy has been restricted to 11 weeks of bedrest due to complications during her 26th week of pregnancy. Her leave will be exhausted prior to the baby's delivery in early June.

Anyone wishing to donate annual leave, should contact Barbara Ulloa, AHR-151, x77608, or Lorna Smith, APN-200, 376-7336. Leave donor forms are available in room 528.





Marvin Dalton, Orlando radar unit supervisor and Wilburn Mowdy, Orlando air traffic control tower manager, display appreciation plaques accepted on behalf of their respective Airway Facilities and Air Traffic teams.

FAA First

Mode S Commissioned at Orlando International Airport

The first of 133 Mode S systems to be installed at existing radar sites nationwide was commissioned at Orlando International Airport on May 9.

Commissioned in the interim beacon interrogator mode, the system provides basic surveillance capability while the more complex Mode S software undergoes operational testing and evaluation.

The initial shakedown of this advanced capability will be at Baltimore-Washington International Airport this

summer, with a software retrofit of Orlando scheduled for this fall.

Mode S was delivered to Orlando in April of last year. Intensive training, evaluation and optimization was conducted over the past year.

The radar was brought to operational readiness through the joint efforts of the Orlando Sector Field Office, Southern Region, ATC Surveillance Engineering and Data Analysis Branch, and the Mode S Program Office.

During the dedication ceremony,

John Turner, associate administrator for NAS Development, and Byron Johnson, program manager for secondary radar, praised the joint efforts of Air Traffic and Airway Facilities for their "extraordinary cooperation in the commissioning of the first operational Mode S system." Marvin Dalton, Orlando radar unit supervisor, and Wilburn Mowdy, Orlando tower manager, accepted a plaque from Turner on behalf of the their respective groups.

Mode S, a joint venture of Westinghouse and Paramax, is a next generation secondary radar that combines highly accurate surveillance, a built-in data link, and advanced maintenance features.

The data link is provided free to equipped aircraft and can service up to 700 users at a time.

A key link in the current National Airspace System architecture, the system has the capability to reduce separation and increase capacity.

A New Uncle Sam? 'Reinventing Government' Author To Speak June 17

The co-author of one of Washington's hottest books, *Reinventing Government*, Ted Gaebler, will speak to FAAers on *Thursday, June 17, 9:30 a.m. to 12 noon*, third floor auditorium.

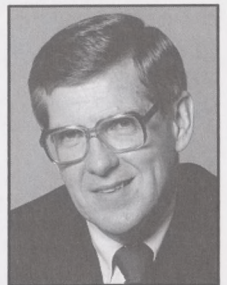
He will discuss ways of making government more flexible, creative and entrepreneurial.

A second speaker, Steve Anderson, a partner of Andersen Consulting Company, will discuss lessons learned from business re-engineering projects.

Managers have first preference for seating, but there is some space for staff.

To make a reservation, contact Dani Levenson, AIT-200, x79973.

Any questions? Contact Elli Klein, AIT-200, x79972.



Ted Gaebler

Healthbeat

Blood Screenings. Wellness blood screenings will be held in the clinic, room 327, on *Wednesday, June 16*, from 8:30 to 11:30 a.m.

Appointments are necessary. Sign up in the clinic by *Wednesday, June 9*. The screenings are sponsored by the Health Awareness Program.

Take a Walk. Headquarters walkers meet *every Monday and Wednesday* from 2:30 to 3 p.m. in the lobby to take a two-mile walk around the building. Interested employees should meet at 2:30 p.m. sharp at the rear entrance of the Headquarters building.

Cancer Lecture. A brown bag lunch on "Cancers Unique to Men," will be held on *Wednesday, June 23*, from 11:30 a.m. to 12:30 p.m., in the FAA auditorium. Guest speaker Dr. Robert DeWitty, Howard University, will discuss prostate, colon and testicular cancer.

The event is sponsored by the Health Awareness Program.

Flightplan

Career Development. A career development fair will be held on *Thursday, June 24*, in conference room 8AB from 9:30 to 11:30 a.m.

The two-hour program, sponsored by the Office of Civil Rights and the Federal Women's Program Committee, will have speakers to address the following program areas:

- OST career strategies for prospective women managers.
- Office of Personnel Management women's executive leadership program.
- Office of Personnel Management executive potential program.
- FAA's mid-level manager development program.
- Individual development plans.

Hearing impaired services will be provided.

For more information, contact Doretha Robinson, AAA-212, x78962.

Black Coalition. The Fourth Annual Training and Awareness Conference of the Washington Headquarters National Black Coalition of Federal Aviation Employees is scheduled for *Tuesday and Wednesday, June 8 and 9*, at Washington Headquarters.

Training credit and certificates will be given to those completing the workshops.

Space is limited, so employees are encouraged to register early.

The cost is \$40 for members and \$45 for nonmembers.

For additional information, contact Dave Dawson, x77078, or Dennis Jackson, x77635.

AXO Awards. System Operations is once again seeking nominations for its annual honorary awards program.

The program focuses on noteworthy contributions in the accomplishment of the AXO mission through cross-organizational teamwork.

AXO Spirit Awards will be given in four categories: *Systems Enhancement, Quality in Work Life, Vision of Tomorrow, and Communication.*

Nominations are being accepted by appropriate regional and Headquarters awards coordinators through *Tuesday, June 15*. For more information, call Lynda Deaton, ATZ-10, x79920.

Mid-Level Managers. The 1993 FAA Mid-Level Manager Development Program begins in September and is open to mid-level managers in Airway Facilities, Airports, and Regulation and Certification organizations.

The program's goal is to enrich the selection pool for upper-level positions with better skills and broadened representation of minorities and women.

Twenty participants will be chosen from GS/GM-14s and 15s who have managerial and supervisory experience. It is sponsored by the Office of Human Resource Development.

For information about applying, contact the staff office of your associate or assistant administrator. For information about the program, contact Lynda Lane, AHD-200, x65023.

Professional Development. The Senior Executives Association is holding its annual training conference on *Wednesday and Thursday, June 30-July 1*, at the Capital Hilton, Washington, DC.

This year's theme is "The Challenge of Change: Reinventing Government II."

The conference, aimed at GS/GM-14 and 15 federal executives, is centered on the new administration's themes to reinvent government—leadership, empowerment, innovation, teamwork and cost cutting. It is designed to show federal executives how impending changes will affect their responsibilities.

In most cases, the conference will assist in fulfilling the professional development requirements for the senior executive service recertification process in 1994.

The registration is \$495 for employees and \$224 for retirees.

To register, or for more information, call (202) 927-7000, or fax training authorizations to (202) 927-5192.

Managers Luncheon. The annual "Salute to Managers" luncheon will be held on *Tuesday, June 8*, at the Hyatt Arlington, 1325 Wilson Boulevard.

The event features the presentation of the Sue Silverman Award, sponsored by the Headquarters Federal Women's Program Committee.

The luncheon cost is \$15.55 due by *Tuesday, June 1*, and will be accepted in cash only for the exact amount.

To make reservations, contact Marcia Adams, x73488, or Lynda Griffin, x78136.

Diversifying AF. The associate administrator for Airway Facilities is holding an Airway Facilities diversity forum on *Tuesday, June 15*, from 1 to 3 p.m., FAA auditorium.

All Airway Facilities employees are encouraged to attend.

For more information, call Barbara Froome, x77582.

Aviation Modeling. FAA's first aviation modeling international symposium will be held *Sunday through Friday, June 13-18*, at the Sheraton Washington Hotel, Washington, DC.

The event, sponsored by the Systems Analysis and Model Development divisions of the Operations Research Service, will feature presentations on state-of-the-art North American, oceanic and European airspace modeling. It will also include worldwide aviation, weather, airline scheduling and airport modeling.

Working groups will be formed on-site to address critical modeling issues, such as future applications, advances in simulation and optimization, standardization and systems integration, advances in computer technology, and management and policy.

Reports of the working groups will be presented at the closing plenary session.

For more information on the technical sessions, contact Bob Rovinsky, AOR-100, 287-8506, or David Winer, AOR-200, 287-8520.

For registration information, call Systems Resource Management, Inc., (301) 949-7477.





U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Highlights

Working Moms. FAAers throughout the country brought their daughters to work to show them what they do.

Find out what some of them learned on page 4.

Best Record. The Civil Air Patrol, the world's largest operator of light aircraft, had its best safety record in 51 years in 1992.

The organization—the official auxiliary of the Air Force—flew 130,000 hours with an accident rate of 1.54 per 100,000 flying hours.

This flying time includes 20,000 hours of drug interdiction missions flown for the Drug Enforcement Agency and the Customs Service, plus over 13,000 hours of search and rescue resulting in 110 lives saved.

The patrol also flew thousands of hours on other Air Force missions, such as low-level route surveys, disaster response missions and missions supporting the American Red Cross, Salvation Army and other humanitarian services.

End-of-Year Purchases. The time is fast approaching for end-of-year purchases.

The associate administrator for Contracting and Quality Assurance reminds employees that all procurement requests submitted after June 15 must contain the "approved as necessary for fourth quarter spending" statement and have appropriate approval-level signatures.

Additionally, September 20 is the cutoff date for receipt of all procurement requests that are to be awarded by
turn to Highlights on page 2



Focus on Fires

The FAA has earmarked more than \$8 million for a state-of-the-art fire burn pit and aircraft mockup to help airports and airlines do a better job of fighting aircraft fires. This photo shows the devastating effects of an onboard fire. In the summer of 1980, flames gutted an L-1011 in Saudi Arabia, killing all 301 passengers and crew on the plane. The Aircraft Rescue and Fire Fighting Training Facility, under construction in Duluth, MN, with the help of FAA grants, will use the latest in simulation technology. It will train airport rescue squads in up-to-the-minute emergency and fire fighting techniques in safe, realistic conditions. Read more about the facility in the June issue of FAA World.

No Melting Pot

'Threads' Weave Nation's Tapestry, Mineta Says

Norman Mineta, the congressman who has a lot to say about aviation, changed the pace when he recently talked to FAAers about fabrics and multi-hued threads.

Mineta, guest speaker at the Headquarters kickoff of Asian Pacific American Heritage Month, zeroed in on the "melting pot" theory. It's a theory that's way off course, says Mineta, who is Japanese American.

Instead of mixing scores of nationalities into a homogenized culture, the United States really represents a tapestry with hundreds of different types of yarn woven together into a strong, beautiful fabric, he said. "Each of us has an obligation to remember where we came

from," but then "make full contributions to this nation."

He urged his listeners to accept diversity, fight discrimination against all groups and refuse to judge people on stereotypes. "It's an issue of basic equality and justice. There's no such thing as a foreign face in America," Mineta said, adding that the solemn words of liberty and equality chiseled on dozens of Washington buildings are meant for everyone.

But still some people just don't get it, Mineta believes.

He told a story of an encounter he had after speaking to a group of business executives. After the speech, one

turn to Threads on page 4

Highlights *from page 1*

September 30. Requests received after that date will not be awarded in the 1993 fiscal year, regardless of funding type.

For more information, contact Malcolm Stevens, x78429.

Asian Pacific Women. Ten women of Asian Pacific heritage hold senior executive service positions in the federal government and the FAA has one of them—Dorothy Berry.

Nationwide, there are 8,250 SES positions, 173 in the FAA.

Berry is deputy assistant administrator for Human Resource Management.

Asian Pacific Americans also hold almost eight percent of FAA's professional jobs, far above the two percent in the civilian labor force. While the statistics may look better for FAA than other federal agencies, acting Deputy Administrator Monte Belger says diversity remains a top agency goal.

"Break out of the mold of uniformity," Belger told FAAers attending an Asian Pacific American Heritage Month event on May 19, "and reflect on the values and benefits diversity brings to the FAA."

\$\$\$ Alert. The Thrift Savings Plan open season runs through July 31—the time to sign up to contribute to the plan or change the amount of contributions to the three funds.

For Headquarters FAAers, the TSP summary guide and investment options and operations booklet, election form and interfund transfer form are available from the Employee Relations Branch, AHR-140, room 522.

For more information, contact Barbara Claytor, x73873, or Charlene Warren, x73872.

Exploring FAA. FAA and the Boy Scouts of America have signed a partnership agreement to educate and bring young "Explorers" into the field of aviation.

Eleven aviation members of the National Aviation Exploring Commit-



Associate Administrator of the Aeronautical Center H.C. McClure, left, displays FAA-Boy Scout cooperative agreement with Boy Scout and civic leaders.

tee of the Boy Scouts were present during the signing ceremony at the recent National Congress on Aviation and Space Education in Orlando.

H.C. McClure, associate administrator for the Aeronautical Center, in signing for the agency, emphasized, "FAA's partnership with the Boy Scouts will help prepare young people for a lifetime of leadership in the aviation field."

Exploring is Boy Scouts' co-ed young adult division made up of young men and women aged 14 through 20. Most Explorer units organize around special activities or career options.

Hands Across the Border. FAA's Frank O'Connell, superintendent, Canadian NOTAM Office, was presented with a "Hands Across the Border" plaque, marking his retirement after 41 years of government service.

Presented by Jan Lagergren of the U. S. NOTAM Office, the award recognized O'Connell's "pursuit of flight safety and cooperative spirit between Canada and United States aeronautical information services."

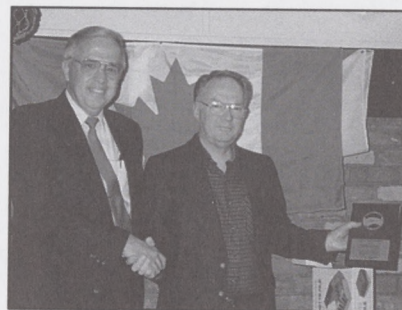
Reinventing DOT Hotline

Have any suggestions on how to make the DOT more effective and efficient?

Call or fax the DOT's National Performance Review team.

1-800-433-4920

Fax: 1-800-433-4919



Frank O'Connell, superintendent of the Canadian NOTAM Office, right, receives appreciation plaque from Jan Lagergren of the U. S. NOTAM Office

Quality Education. In its third year of accreditation in a seven-year cycle, the FAA Academy has been accredited for the 1992-93 school year by the North Central Association of Colleges and Schools.

During year two, top educators from Oklahoma's vocational-technical schools reviewed the Academy for three days.

This year's notice of continuing accreditation from the association says no violations of standards were noted.

"This school is to be commended for its efforts in providing for its students a quality program of education," the association said.

Tuesday Deadline. Headquarters *Intercom* is published weekly.

The deadline for items is *no later than 4 p.m. every Tuesday* for inclusion in the following issue.

But don't wait until the last minute. Get items in as soon as possible.

Bring them to room 909B or call x77311.

Flightplan

College Money. The deadline is *Wednesday, June 30* to apply for the Headquarters Employee Participation Group's second annual scholarship program.

The program is managed by the HEPG in cooperation with the Office of Labor and Employee Relations.

Application forms and specific details are available in room 302 of the Headquarters building.

The form asks for a family financial statement, scholastic history and transcript, personal references and a statement of personal and career goals.

For more information, contact Gerrie Robinson, ARM-24, x79678.

Technical Training. The Technical Women's Organization is holding its annual training conference from *Monday through Friday, June 21-25*, in Denver.

Speakers include acting Administrator Joe Del Balzo, Associate Administrator for Airway Facilities Arnold Aquilano, Deputy Assistant Administrator for Human Resource Management Dorothy Berry and Northwest Mountain Regional Administrator Fred Isaac.

Speakers will address vision, strategy and planning for the future.

One day will be devoted to "break-throughs and bruises" associated with constructing the new Denver airport and will include a tour of the airport.

The conference, which is open to all FAAers, offers networking and mentoring opportunities for FAA women who share common interests and concerns.

For more information about the training conference, call Nancy Holston, (303) 286-5503.

Diverse Task Force. The Native American and Alaska Native task force is meeting on *Wednesday, June 16*, at 2 p.m. in conference room 500E.

The proposed agenda includes:

→ Building a bridge between all FAA minority and women's organizations

to increase diversity awareness.

→ Organizing a formal coalition or task force to address Native American and Alaska Native issues.

→ Forming a draft charter.

All issues will be open for discussion.

The next meeting is scheduled for *Wednesday, June 30*, at 2 p.m. in conference room 500E.

For more information, call John Ogden, x77379, or Roslynne Reed, x77322.

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Leave Donations. Karen McCoy, Advanced Systems and Facilities Division, is eligible for FAA's leave donor program.

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Headquarters Intercom

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Art Director

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What Do Moms Do at Work? Daughters' Inquiring Minds Want to Know

Nine-year-old Monica Sawyer was fascinated when she attended an aviation security meeting where "a bunch of grown-ups sit around a table and discuss events like hijackings and baggage that needs to come off airplanes."

No, Monica isn't the youngest consultant in FAA history.

She tagged along with her mom as part of national "Take Our Daughters to Work Day."

FAA facilities across the nation opened their doors to hundreds of youngsters eager to learn what the agency is all about.

The day—sponsored by the Ms. Foundation for Women—was designed to encourage girls to learn about non-traditional career opportunities.

As an example of the types of events that FAA hosted, the Evaluation Division of the Office of Air Traffic Effectiveness, based in Dallas-Ft. Worth, gave an orientation to seven girls, aged nine to 15, accompanied to work by agency family members.

Besides participating in the staff's daily office activities, they toured the Dallas-Ft. Worth Tower.

Each girl received a certificate of participation by Evaluation Division Manager Gary Romero.

At Headquarters, Madelyn Sawyer, of the Airport Security Policy Branch, was one of the moms who brought her daughter, Monica, to work. Monica learned about civil aviation security.

After meeting with Assistant Administrator for Civil Aviation Security O.K. Steele, Monica spoke to Lynne Osmus, office director of operations, and Bruce Butterworth, office director of policy and planning, about career opportunities at FAA.

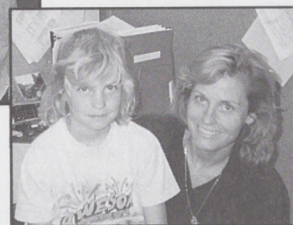
Monica's mom made sure her daughter had a chance to meet women in all types of jobs—from office directors to support staff.

Both Madelyn and Monica said they thoroughly enjoyed their day together,



Evaluation Division Manager Gary Romero with the seven youngsters who received FAA orientation.

Madelyn and Monica Sawyer spend workday together.



learning about each other's dreams and goals. By the end of the day, Monica even reached a career decision—she wants to be an actress!

Threads Weave Tapestry *from page 1*

listener complimented Mineta this way: "You speak excellent English. How long have you been in *our* country?"

Mineta, who represents a California congressional district on the southern edge of San Francisco Bay, was born in San Jose in 1931. He chairs the House Committee on Public Works and Transportation.



'It's an issue of basic equality and justice. There's no such thing as a foreign face in America.'

Congressman Norman Mineta

Another speaker at the event, Paula Bagasao, gave the audience a glimpse into how the new administration is selecting people for the more than 4,000 political appointee jobs throughout the federal government.

It's a slow process, said Bagasao, because the administration is trying to get a mix of talented

people from diverse ethnic and geographical backgrounds.

Interestingly, she said, one of the hardest hurdles for White House recruiters to jump is to get a geographical cross-section of people by including candidates from some of the smallest and least populated states.

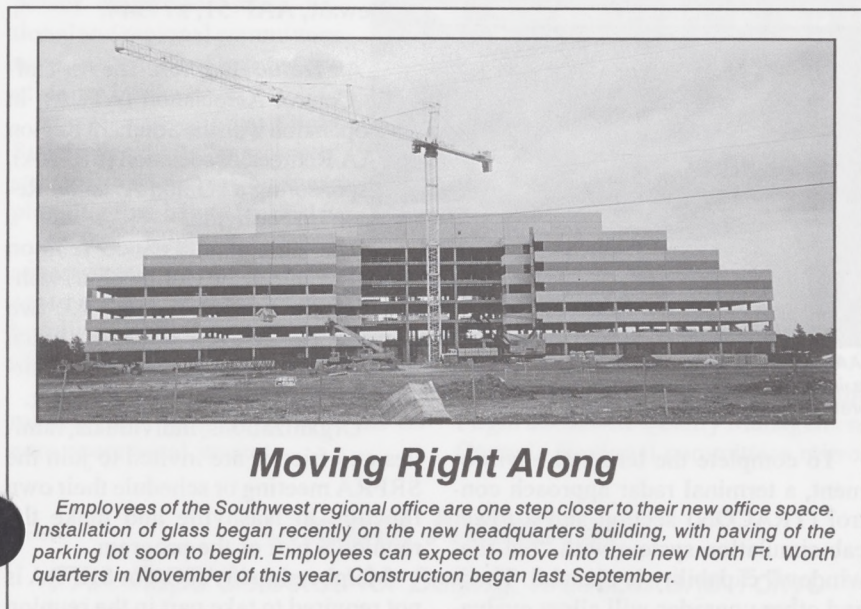
As an example of the diversity, Bagasao, who is of German and Filipino heritage, said that 41 Asian Pacific Americans have already received presidential appointments and she expects the number to grow substantially in the next two months.

Bagasao has been personnel manager with White House Presidential Personnel since Inauguration Day.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Moving Right Along

Employees of the Southwest regional office are one step closer to their new office space. Installation of glass began recently on the new headquarters building, with paving of the parking lot soon to begin. Employees can expect to move into their new North Ft. Worth quarters in November of this year. Construction began last September.

Brainstorming Pays Off

Flight Standards Conference Focuses on Empowering Employees

Flight Standards is practicing what it preaches—getting employees involved in solving problems and offering better services and products to its customers.

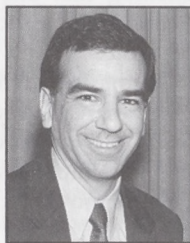
That was one of the highlights of last month's Flight Standards National Strategic Management Conference that brought 164 managers to the nation's capital to "brainstorm" and focus the management team on its critical activities during a period of change and transition.

The third annual conference was "another major milestone in the

progress of the service in meeting its important mission of providing the public with accident-free aircraft operations through the highest standards in the world," said Tom Accardi, director of the Flight Standards Service.

In addition to hearing from heavy hitters inside and outside the agency, including acting FAA Administrator Joe Del Balzo and Phil Boyer, president of the Aircraft Owners and Pilots Association, "breakout" sessions involved all participants. They focused on six technical problem areas and potential solutions from Flight Standards employees who are on the front lines in the field.

These six technical panels reviewed *turn to Brainstorming on page 3*



Tom Accardi

Highlights

New Posts. George Caudill has been named the acting assistant administrator for Government and Industry Affairs, AGI-1.

Caudill comes to the FAA from the White House, where he served as special counsel to the President.

An attorney from Des Moines, Caudill was the former executive director of the Iowa International Development Foundation.

DOT Secretary Federico Peña said Caudill's legal and political skills will make him a tremendous asset to the FAA, bringing to the agency "the experience necessary to make tough calls in tough times."

In other top management changes, Brooks Goldman has been named acting associate administrator for Aviation Standards, AVS-1, replacing Cas Castleberry.

Castleberry retired at the end of May and Goldman was Castleberry's deputy.

Dave Thomas, who most recently was special assistant to the Deputy Administrator, has been named acting deputy associate administrator for Aviation Standards.

License Pulled. The FAA has revoked the flight certificate of a USAir pilot who allowed a flight attendant to occupy his seat during a flight between Tampa and Philadelphia.

In an emergency revocation order, the agency said the flight attendant remained in the seat while the first officer landed the scheduled passenger-carrying flight at Philadelphia on April 21.

The role of the on-duty first officer *turn to Highlights on page 2*

Highlights from page 1

and flight attendant, who was traveling as a company employee and not as a scheduled crew member, remains under investigation.

The order says the pilot, Jon Swartzentruber, operated the 737 "in a careless and reckless manner," by exchanging his seat with the flight attendant and allowing her "to touch and rest her hands on the controls of the aircraft."

In addition, regulations require flightcrews to be at their duty stations during the flight.

Unauthorized persons are not allowed on the flight deck, and flightcrews are banned from engaging in "an activity during a crucial phase of flight which could distract crew members from the performance of his or her duties...."

The pilot has the right to appeal the FAA decision to the NTSB.

Safety Stat Handbook. The first issue of the revised monthly *Aviation Safety Statistical Handbook* was issued last month.

The revised report, compiled by FAA's Aviation Safety organization, reflects suggestions for improvement received from a customer survey conducted earlier this year.

The handbook includes monthly and year-to-date comparisons of near-mid-air collisions, operational errors, operational deviations, pilot deviations, runway incursions, aviation accidents, and various rate measures. Narrative highlights are also included.

An annual edition of the handbook will be produced every January.

Tower Integration. FAA's NAS Transition and Implementation Service has established the Airway Facilities tower integration laboratory at the FAA Technical Center in Atlantic City.

This unique facility, managed by the System Design, Transition, and Communication Division, simulates full-scale tower cab and equipment room environments. It will be used to evaluate tower systems, procedures, and issues using

controlled, repetitious conditions.

In addition to evaluating various transition scenarios and equipment configurations, the laboratory is capable of assessing new concepts and technologies. It will also be able to evaluate functional requirements and required interfaces; proposed designs and human factor impacts; and operational and maintenance procedures.



FAA contractor tests one of the many configurations in the new Airway Facilities tower integration laboratory at the Technical Center.

To complete the terminal environment, a terminal radar approach control (TRACON) section and a tower cab simulation system with "out-the-window" capability is planned. These and other upgrades will allow evaluations to be conducted in realistic environments. ANS-240 is the point of contact.

EEO Backlog. About 250 discrimination and harassment complaints are waiting final action throughout DOT, a backlog that one of DOT Secretary Federico Peña's top aides says is unacceptable.

Katherine Archuleta, Peña's deputy chief of staff, recently told an FAA forum on work force diversity that many of the complaints are a year old, but DOT is moving to resolve the claims.

Dialing Out. Effective immediately, some employees in the Washington metropolitan area will no longer have to dial "8" when placing long distance calls over FTS2000.

New procedures require employees using the Washington Interagency Telecommunications System (WITS) and WITS Centrex, to dial "9+1" before

dialing the complete telephone number, including area code.

This change does *not* affect FAA employees in the Headquarters, Nassif, and Transpoint buildings. They will continue to dial "8."

The new procedure will save the federal government over \$8 million in the next five years.

For more information, contact Edye Stewart, AAF-51, x77944.

Air Traffic Reunion. The Air Traffic Control Association (ATCA), in cooperation with the Southern Region FAA Retirees Association (SRFRA), is sponsoring a "Grand Aviation Reunion" in Nashville.

The dinner and dance reunion will be held at the Holiday Inn Nashville on Saturday October 23, two days prior to ATCA's 38th annual meeting and two days after the retirees association's annual meeting.

Organizations, individuals, families and friends are invited to join the SRFRA meeting or schedule their own function in Nashville and make the reunion a part of the program.

Membership in ATCA or SRFRA is not required to take part in the reunion and associated activities.

To get on the mailing list and receive more information about the reunion, write:

ATCA Grand Aviation Reunion
2300 Clarendon Boulevard, Suite 711
Arlington, VA, 22201

Reinventing DOT. Have any suggestions on how to make the DOT more effective and efficient?

Call or fax the DOT's National Performance Review team.

1-800-433-4920
Fax: 1-800-433-4919

Tuesday Deadline. *Headquarters Intercom* is published weekly. The deadline for items is *no later than 4 p.m. every Tuesday* for inclusion in the following issue.

But don't wait until the last minute. Get items in as soon as possible.

Bring them to room 909B or call x77311.

Brainstorming

From page 1

Flight Standards work programs and are determining which ones can be streamlined, changed or eliminated without affecting safety.

The panels are an expansion of last year's initiative to empower employees when national and regional committees were set up to find better ways of doing business.

It's all part of what Flight Standards calls its "aggressive" strategic and annual business planning that began in 1991.

At first, Flight Standards' senior executive service managers were schooled in team building and total quality management (TQM) principles.

Next came national executive committees that were set up to focus on core operational issues.

Then a core of Flight Standards strategic thinkers, consisting of the chairpersons of the national executive committees and Headquarters policy divi-

the national structure and are established in each region to help formulate and monitor accomplishments of the service's annual business plan.

Accardi said, "The Quality Management Council and the national and regional committees are in the process of focusing fiscal and human resources on the critical activities and products Flight Standards Service provides to its most important customer—the public."

Another conference highlight was the first annual awards ceremony. It was designed by employees working in a quality action team.

Flight Standards employees across the country nominated coworkers in specific categories.

Nominations were screened locally and sent to regional and national level for final review by committees made up of entirely nonsupervisory employees.

One Flight Standards employee, who was heavily involved in designing the awards process, said the event was an emotional experience for many of the winners, some saying that it was the first time they had been honored in such a professional way.

The 24 award recipients were listed in the April 27 *Headquarters Intercom*.



A standing-room only crowd gathers at the Flight Standards National Strategic Management Conference.

sion managers, developed long term program plans.

The group became known as the Flight Standards Quality Management Council. Regional committees mirror

Global Aviation

FAA Reps Selected for Beijing, Moscow and Tokyo

Three FAAers have been selected to become agency senior international representatives in Beijing, Moscow and Tokyo.

Fred Lee has been selected for the Beijing rep spot, Dennis Cooper is going to Moscow, and Fred Laird has been tapped for the Tokyo post.

→ Lee leaves his job as manager of California's Long Beach Aircraft Certification Office where he was responsible for type certification, standardization and continued airworthiness for transport category airplanes, other aircraft and aeronautical products.

He has more than 30 years of FAA experience including extensive work with McDonnell Douglas production operations in China.

Lee holds a bachelor of civil engineering degree from Rensselaer Polytech and a master of civil engineering from Brooklyn Polytech.

He is fluent in Cantonese and familiar with Mandarin Chinese.

→ Cooper switches from managing the International Research Program Office at Headquarters, which focuses on cooperative research and development programs, joint applications of advanced science and technology, and access to foreign scientific developments.

Cooper has worked on research, engineering and development issues for more than 10 years. He holds a BA from the University of Maryland and speaks French and Russian.

→ Laird moves from his job as manager of the Tokyo international field office where he was in charge of all flight inspection services in the Asia-Pacific region.

His agency career includes experience in Air Traffic Management, Flight Standards, and Aviation System Standards.

Laird is a pilot and has completed numerous college classes in management and professional aviation subjects.

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Diane Spitaliere
Editor

Michael A. Malden
Art Director

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Washington, DC 20591
(202) 267-7311

Flightplan

History Contest. A history contest to mark Gay and Lesbian Pride Month in June is being sponsored by the office of the Chief Counsel in cooperation with DOT GLOBE (Gay, Lesbian, or Bisexual Employees).

To receive a contest form, contact Sheila Skojec, AGC-430, (202) 376-6470. Deadline to return forms is *Wednesday, June 30*.

The contest highlights the contributions of non-heterosexual people and is entitled, "Unfortunately, History Has Set the Record a Little Too Straight." It consists of a series of brief biographies of world figures, all of whom are non-heterosexual.

Contest entrants are asked to supply the name of each public figure.

The individual who answers the most questions correctly will win a \$50 savings bond. If there is a tie, a drawing will determine the winner.

Technical Women. The Technical Women's Organization is holding its annual training conference from *Monday through Friday, June 21-25*, in Denver.

Guest speakers include FAA acting Administrator Joe Del Balzo, Associate Administrator for Airway Facilities Arnold Aquilano, Deputy Assistant Administrator for Human Resource Management Dorothy Berry and Northwest Mountain Regional Administrator Fred Isaac.

Speakers will address vision, strategy and planning for the future. One day will be devoted to "breakthroughs and bruises" associated with constructing the new Denver airport and will include a tour of the airport.

The conference, which is open to all FAAers, offers networking and mentoring opportunities for FAA women who share common interests and concerns.

For more information, call or Nancy Holston, (303) 286-5503.

Race for the Cure. The 1993 Race for the Cure will be held on *Saturday, June 19*, at 14th and Constitution Avenue, NW, starting with an aerobic warm-up

with special celebrity guests at 8:10 a.m.

The event—benefiting breast cancer research, detection and education—consists of a 5K run, a 5K walk and a one-mile fun walk.

Vice President Al Gore and DOT Secretary Federico Peña are expected to run.

Short-sleeved commemorative T-shirts will be given to all participants.

Registration forms have been distributed in FAA Headquarters. The fee is \$15.

There will be no registration the day of the race. For more information, call (202) 828-7032.

Career Development. A career development fair will be held on *Thursday, June 24*, in conference room 8AB from 9:30 to 11:30 a.m.

The two-hour program, sponsored by the Office of Civil Rights and the Federal Women's Program Committee, will have speakers to address the following program areas:

→ OST career strategies for prospective women managers.

People

"If I Had a Hammer." Several FAAers were caught swinging hammers recently.

It was all for a good cause as members of the DOT/FAA Volunteer Programs lent their time and talents to help disabled, low-income, and elderly residents in the Baltimore-Washington area.

The program is called "Christmas in April" and matches volunteers with residents who are unable to make repairs to their homes.

Near the end of April, DOT and FAA volunteers joined 2,000 people who spent the day repairing, building, cleaning, washing and gardening.

One volunteer described the FAAers and DOT employees as "hard-working, tool-toting, energy-generating, task-crazed dynamos."

→ Office of Personnel Management women's executive leadership program

→ Office of Personnel Management executive potential program.

→ FAA's mid-level managers development program

→ Individual development plans.

Hearing impaired services will be provided.

For more information, contact Doretha Robinson, AAA-212, x78962.

Mid-Level Managers. The 1993 FAA Mid-Level Manager Development Program begins in September and is open to mid-level managers in Airway Facilities, Airports, and Regulation and Certification organizations.

The program's goal is to enrich the selection pool for upper-level positions with better skills and broadened representation of minorities and women.

Twenty participants will be chosen from GS/GM-14s and 15s who have managerial and supervisory experience. It is sponsored by the Office of Human Resource Development.

For information about applying for the program, contact the staff office of your associate or assistant administrator.

For information about the program, contact Lynda Lane, AHD-200, x65023.

The mayor of Hyattsville made the rounds of the sites in his city, shaking hands and thanking volunteers for their work. Some of the tangible rewards included certificates of recognition and T-shirts.

But as one FAA volunteer put it, "It's hard to say who gained the most from the time spent together, the homeowners or the volunteers."

Heartfelt Thanks. Lisa Hedlesky, a recent recipient of annual leave through FAA's leave donor program, extends heartfelt thanks to FAA coworkers and friends who made donations.

Hedlesky, a program analyst in the Office of Aviation Medicine, recently underwent surgery requiring a six-week recovery period.





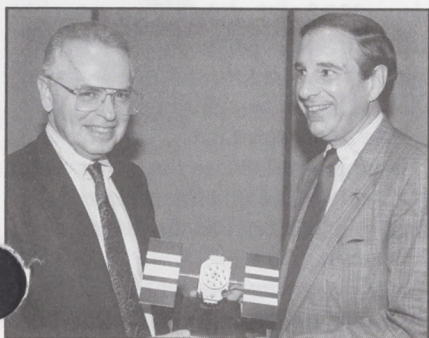
U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Global Positioning

Satellites to Guide Pilots to Airport Landings

The FAA has taken the first major step in authorizing the use of a satellite-based navigation system by U.S. pilots.



Acting FAA Administrator Joe Del Balzo, left, and AOPA President Phil Boyer are all smiles as they hold a model of a GPS satellite and announce that pilots will be able to use satellites to land at 2,500 of the nation's airports.

The agency has approved the use of the Global Positioning System (GPS), enabling pilots of private and airline aircraft equipped with GPS receivers to choose direct routes without having

to rely on ground-based navigation aids and to fly non-precision approaches into 2,500 airports. Many of the airports are not equipped with precision landing systems.

DOT Secretary Federico Peña stated that FAA's approval of GPS "enables pilots to choose direct routes that will save energy and time, and make it possible to fly into many smaller airports."

"We are moving rapidly to make wider use of this revolutionary new navigation system," said acting FAA Administrator Joe Del Balzo. "Last year, we established standards for GPS aviation equipment and now we are approving its use for all phases of flight, including oceanic, en route, terminal area, and non-precision approach."

FAA-certified GPS receivers are not yet available on the market. However, it is expected that aircraft owners will be able to purchase cockpit GPS receivers
turn to Satellites on page 6

Faster Flights

U.S., Russia Agree on New Air Pact

Russia and the United States have reached a new aviation agreement that will cut the time and cost of many international flights.

The accord updates and liberalizes the current, more restrictive agreement.

Under the new pact, U.S. airlines receive new rights to fly over parts of Russia to points in Asia—enabling them to operate faster, more direct routes at significantly lower fuel costs.

Both countries will also be able to

operate more charter flights across the North Atlantic.

U.S. carriers will benefit from new rights to fly between North America and the Far East over Siberia and the Kamchatka Peninsula in eastern Russia, and between Europe and the Far East.

They will also be able to operate additional overflights between Europe and India.

turn to Air Pact on page 6

It's Back

Peña Continues 'Way-To-Go' Tradition

DOT Secretary Federico Peña is continuing to give "Way-To-Go" awards to DOT workers, a practice started several years ago by former DOT Secretary Sam Skinner.

"I fully support the intent of this award and want to continue the tradition of letting our employees know they are valued members of the team," Peña said.

The award, a lapel-size pin with the DOT logo and the words "Way-To-Go" above it, recognizes a particular accomplishment or a specific act of humanitarian service. "Way-To-Go" is

turn to Way-To-Go on page 3

Highlights

\$628 Million for Airports. FAA has approved \$627.8 million in allocations under the Airport Improvement Program during the second quarter of the 1993 fiscal year.

The money went for 533 planning and development projects in 47 states and territories.

Here's how it breaks down:

➔ \$431.6 million went for 257 projects at primary airports.

➔ \$72.4 million was approved for 58 projects at reliever airports which help keep traffic away from busier primary airports.

➔ \$69.2 million was allocated for 152 projects at general aviation airports.

turn to Highlights on page 2

Highlights *from page 1*

- ➔ \$27.6 million in state block grants went to Missouri and North Carolina.
- ➔ \$21.9 million went for 31 projects at smaller commercial service airports.
- ➔ \$5 million was approved for 33 airport system plan studies.

Airbus Certification. Airbus Industrie's largest aircraft—the Airbus 340—was certificated by FAA's Transport Directorate Service on May 27.



Airbus 340 is the consortium's first four-engine plane.

The long-range, four-engine aircraft is designed to carry 295 passengers and uses fly-by-wire flight controls. It is Airbus' first four-engine plane.

Airbus applied for FAA type certification in April 1986, with the first flight taking place in October 1991.

The Airbus 340 was type certificated in Europe by Joint Aviation Authority member nations in December 1992 and has been in service there for several months.

Graduating First. The first of two FAA-funded air traffic control training classes recently graduated from Hampton University under a three-year, \$3 million dollar project.

Hampton—the only “historically black” school of the five participating in FAA's collegiate training initiative for air traffic control specialists—set up a prototype curriculum that combines extensive controller training with a fully accredited baccalaureate degree.

The university's diverse 18-member aviation graduating class was composed of one white female, seven white males, five black females and five black males.

Graduates completed two semesters on visual flight rules operations, two in terminal radar operations, one in enroute operations and a semester in providing complex, interdependent training in all three controller environments.

Courses in aviation management, aviation safety, and advanced management concepts were also included in the curriculum.

The second FAA-funded class is scheduled to graduate in December.

Grandma and the Kids.

Aviation is more than airplanes traveling the air traffic control system—it's grandmothers visiting their grandkids, college students going home for the holidays and business people closing deals.

That's how DOT Secretary Federico Peña sees all forms of transportation—from cars and trains to planes.

Peña calls it the “humanization of transportation”—getting people where they want to go safely and efficiently while remembering why they are going in the first place.

U.S.-Mexican Agreement. U.S. and Mexican officials are working on a satellite air traffic communications network between major control facilities in both nations.

Discussions leading to the signing of a memorandum of agreement earlier this year started more than five years ago. Then Servicios a la Navegacion en el Espacio Aereo Mexicana and FAA officials identified landline communications as the weakest link in the air traffic control system linking the two countries.

In late 1992, after extensive informal negotiations between Hugh Hartley, Southwest Region's international affairs officer, and Fernando Molinar, director of Operational Standards in Mexico City, the decision was made to move ahead on a satellite communications project.

FAA will build two satellite ground stations at the Houston and Albuquerque

centers and use two of Mexico's satellites, Morelos I and II, to transmit flight data between the two nations.

Surface Guidance. Hartsfield-Atlanta International Airport has been approved by FAA to use a surface movement guidance and control system plan, making it the second airport nationwide to receive such approval.

Designed to further enhance safety during low visibility conditions, the plan contains procedures to be used by Hartsfield-Atlanta, the FAA control tower, air carriers and other airport tenants. It provides procedures for landing and taxiing operations when visibility is below 1,200 feet, down to as low as 300 feet. Special enhanced markings—in the form of large pink circles—and lighting of taxi routes enable these low visibility operations.

The first airport in the United States to be approved to use the new system was Seattle-Tacoma International Airport, which served as the test site.

No Harassment. DOT Secretary Federico Peña promises to “vigorously” pursue the total elimination of sexual harassment in the DOT.

In a policy statement to all employees, Peña said sexual harassment will not be tolerated and offenders face disciplinary sanctions, including being fired.

U.S. Department
of Transportation
Federal Aviation
Administration

**Sexual
Harassment
Is Turbulence
You Can
Stop**

You Have Rights!
Contact your regional or headquarters
Office of Civil Rights

Posters such as this one have been circulating throughout the agency for several months.

"No employee should have to work in an environment which is intimidating, hostile or offensive," Peña said.

He emphasized that managers and supervisors "must take a strong visible stand against sexual harassment and create an office atmosphere that is as comfortable as possible for all employees."

Long Haul. "It's going to be a long haul and it's going to get some people angry," predicts Katherine Archuleta, deputy chief of staff to DOT Secretary

Federico Peña.

Archuleta was talking about the DOT's renewed emphasis on getting more diversity into the department's workforce. "We're not excluding white males," she said, "we want to see a balance."



Katherine Archuleta

Archuleta, who has been a close Peña associate for 20 years, dating back to the days when they worked together on civil rights cases in Colorado, said she is "shocked" by DOT statistics on diversity.

During a forum on work force diversity, sponsored by Airway Facilities at Headquarters, she said DOT's goal is to get diversity in "experience and perspective and take full advantage of the background of employees."

She said diversity is one of Peña's top priorities. He wants quick and decisive action because he believes "opportunity delayed is opportunity denied."

Archuleta said Peña's diversity push will focus on hiring, training, promoting and retaining more women and minorities; doing more business with small disadvantaged business enterprises; and making civil rights offices more responsive.

Budget requests from modal administrators will also have to explain how the agencies plan to promote diversity.

To her, promoting diversity is more than a job assigned by Peña, Archuleta explained. "It's a labor of love and a passion of the heart," she told FAAers.

Unapproved Parts. As part of DOT and FAA efforts to combat "bogus" parts in the aviation industry, an eight-count federal indictment has been brought against a Texas man charged with installing unauthorized parts and engines in aircraft.

Eugene Shanks of Wharton, TX, and owner of Fliteline Maintenance, was charged with falsely stating that he properly modified and installed engines in two aircraft in early 1989, with making false record entries regarding them, and with endangering the safety of two aircraft with the modifications.

Installation of an unauthorized engine in one aircraft, an Ayres S2R, resulted in a fatal crash, the DOT said.

Shanks was indicted on May 24 by a federal grand jury on six charges of using bogus parts and making false statements that carry a maximum five-year prison term and/or a fine of up to \$250,000.

The two counts of installing unauthorized engines carry a maximum 20-year prison term and a \$250,000 fine or both.

Flake Shaker. When Alaskan FAAers were trying to figure out how to cut down outages on a non-directional beacon, they found a low-tech solution.

The navigational aid, located at Valdez and used as a missed approach beacon, experienced an average of 12 outages a year because of snow.

Since it's expensive for technicians to travel to Valdez to remove snow from the antenna, Anchorage FAAers rigged up an external device. Built with a washing machine motor, the device shakes snow off the antenna whenever the remote reset function is activated.

Dubbed "thumper," the machine has been a big success with no snow-caused outages last winter.

Honoraria Update. An earlier ruling stating that the long-contested honoraria ban on federal employees was "unconstitutional," has been appealed by the Justice Department.

The controversial ban prohibiting federal employees speech making and

article writing for profit remains in effect.

Federal unions and other employee groups say the law is unfair because it prohibits workers from accepting payment for writing and speech making about subjects having nothing to do with their official duties.

All federal employees must adhere to the ban, originally aimed at members of Congress and their politically-appointed staff.

Way-To-Go Award

from page 1

not meant to be a substitute for an incentive or performance award.

Way-To-Go



The small "Way-To-Go" pin looks like this.

Peña urges supervisors to submit names of employees, at all levels, who merit the award. Nominations should be sent to Peña through the DOT Director of Personnel, M-10, at DOT's Washington Headquarters.

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Diane Spitaliere
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Michael A. Malden
Art Director

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Analyzing Safety

Employees Win Accolades for Automated Analysis Tool

Eleven FAAers and five DOT employees from the Volpe Transportation Systems Center in Cambridge, MA, were lauded recently for their contributions in developing and implementing the highly-sophisticated Safety Performance Analysis System—SPAS for short.

SPAS—scheduled to be fully operational in 1995 and 1996—is a Flight Standards data analysis support tool that will provide agency inspectors, supervisors and managers with user-friendly access to information in more than 25 DOT data bases.

Future plans call for adding industry data bases to the system.

Designed as a prototype in each of FAA's nine regions, SPAS will improve inspector surveillance capability. It will be used to develop and implement realistic work programs, both locally and nationally. Benefits include improved determination of staffing needs and

allocation of resources, and scheduling special inspection and training requirements.

A superior group performance award was presented to members of the SPAS working group—which includes a Department of Defense representative—by acting FAA Administrator Joe Del Balzo, who characterized group members as leaders, “not only in the FAA's effort to ensure aviation safety, but also in the federal government's effort to reinvent itself.”

The group was commended for extensive field user-involvement in

the development of SPAS performance indicators.

Three groups were honored during the Headquarters awards ceremony for different phases of system design and implementation. Fred Leonelli, Aircraft Maintenance Division manager, was singled out as the system's initiator. Barbara Wright, AFS-361, is the program manager.



Members of the SPAS working group are congratulated by Associate Administrator for Regulation and Certification Tony Broderick, right, and acting FAA Administrator Joe Del Balzo, fourth from right.

SPAS Developers

Fred Leonelli
Headquarters

Barbara Wright
Headquarters

Joseph Zogbi
Eastern Region

Dennis Niemeier
Southern Region

Joseph Budro
Western-Pacific Region

Mark Rosenthal
Headquarters

John Lapointe
FAA Technical Center

SPAS Designers

Dave Tammaro

Ed Howarter

Bob Douche

Bruce Clarkson

Jennifer Dullea

Volpe Transportation Center

SPAS Supporters

Peter McGue
Southern Region

John Hallinan
Alaskan Region

Gary Webb
Western-Pacific Region

Rich Anderson
Eastern Region

Essay Winners

FAA Secretaries Take Top Honors

Two FAA secretaries took top honors in the DOT's annual essay contest, placing first and third.

→ Kristine Scott, who works in the Human Resource Management Division at Great Lakes Regional Headquarters in Chicago, was awarded first place.

→ Carole McClure, who works for the Los Angeles Aircraft Certification Office in Long Beach, tied for third.

Two women from the Federal Highway Administration rounded out the winners.

Barbara Smith of Atlanta won second place and Marina Mejia from Portland, OR, tied for third.

The top essayists were honored in a recent Washington ceremony at DOT Headquarters.

Scott's winning essay urges secretaries to adopt a can-do attitude and become self-advocates by asking for additional responsibilities and training, keeping pace with technology, and outlining a plan for future development.

"Time spent wishing you were not the secretary is counter-productive," she advises.

See "Become a Self-Advocate" for the complete version of the winning essay by Kristine Scott.

Eighty-one DOT secretaries entered the contest which was sponsored by the DOT Federal Women's Program Managers Intra-Departmental Council in conjunction with National Professional Secretaries Week

This year's contest theme was "In Touch with Our Future."

U.S. SAVINGS BONDS



The Great
American
Investment

Become a Self-Advocate

By Kristine Scott

So, you're just a secretary—one of thousands who earn or supplement their incomes by typing, filing, making travel arrangements, and generally making sure everything goes as it should for the "Powers That Be."

Well, wake up, you're not just the secretary, you are a person in control of your destiny, and in a position that offers you unlimited possibilities.

Today's secretaries are on the front lines of a fast-paced tract that has change on the horizon.

Tomorrow's secretaries face increasing pressures to bring a more diverse range of skills into the workplace. Competent secretaries, who are fluent in office automation tech-

nology, with strong organizational skills, are in diminishing supply.

In order to meet the challenge of the future, you've got to get busy! Determine what path you'd like your career to take and pursue it, tap into available resources, outline a plan for growth and self-development, ask for additional responsibilities and training.

Time spent wishing you were not the secretary is counter-productive! Put the skills and knowledge you employ on a daily basis to work for you. Become a SELF-ADVOCATE, because it all starts with your belief in what you can do.

Finally, remember that the job you've always wanted begins with the one you already have!

Benefits Brochure

Personal Statement Mailed to Employees

FAA employees enjoy several unique and valuable benefits programs.

To help FAAers and their families understand the agency's total benefits package and how they work together to provide a comprehensive program of financial protection, FAA is again issuing the annual "Employee's Personal Statement of Benefits."

It goes to FAAers covered by the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS).

The 1993 statement, produced again in a convenient fold-out format, shows benefits that cover various events in an employee's life—illness, disability, retirement, etc. It is also valuable in planning for future financial security and in helping FAAers use and understand their benefits.

The statement has been mailed to FAA employees. Allowing time for

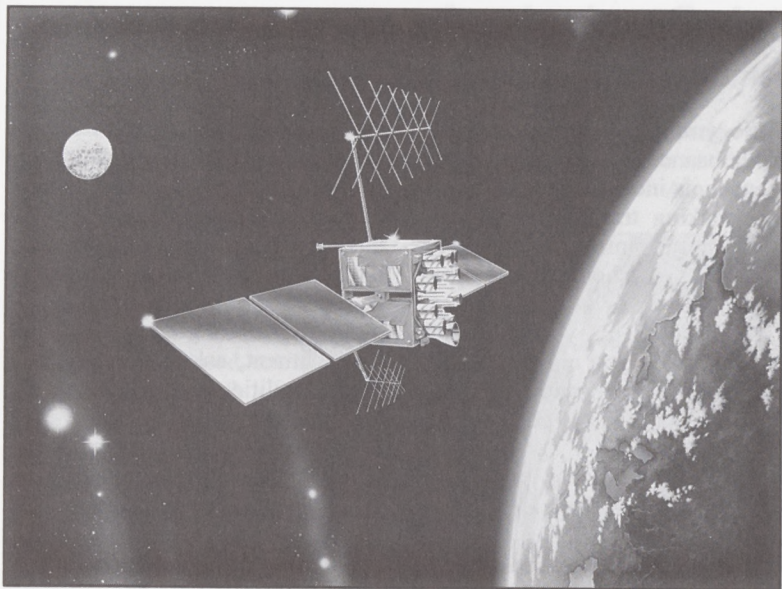
mail delivery, all employees for whom statements were produced should receive them by the end of June.

The information on the statement is calculated as of February 20, 1993, and will be mailed to employees' W-2 address of record for that date.

Employees who were not on FAA payroll records, or for whom complete payroll records were not available on February 20, will not receive a statement and one cannot be produced for 1993.

Eligible employees who have not received the statement by July 15, should contact their servicing human resource management division.

Human Resource Management divisions will collect names, addresses and social security numbers through August 15 for use in producing replacements for statements lost in the mail.



Artist's rendering of a GPS satellite.

Sky-High Review

DOT and Defense Department Seek to Maximize Satellite Navigation

The DOT and Defense Department are conducting a joint review on how to get maximum military and civilian use from the Global Positioning System.

The group expects to complete its work by the end of 1993 and make recommendations to manage the system more effectively for both military and civil purposes.

Developed by the Defense Department, GPS is a space-based positioning and navigation system that uses a network of Navstar satellites. It provides very precise three-dimensional position, velocity and time information.

While GPS is designed primarily to meet military requirements, the U.S. government wants to ensure the maximum civil use of GPS, consistent with national security needs. Civilian uses are expected to grow and generate benefits, such as increased transportation safety and efficiency and economic growth.

DOT Secretary Federico Peña said

he and Defense Secretary Les Aspin agreed to explore participation in GPS and its civilian uses.

"We see it as a way to apply military technology to civilian use and to demonstrate U.S. leadership in this field. The impact of civil uses can give a major boost to our economy," Peña said.

In addition to being highly accurate navigation for airline aircraft, actual and potential uses of GPS include the precise monitoring of transit buses, information enabling city drivers with special receivers to avoid congested routes in peak hours, harbor entrance and coastal navigation uses for ships, and the tracking of land vehicles.

The task force is co-chaired by Joseph Canny, deputy assistant DOT Secretary for Policy and International Affairs, and Richard Howe, Defense's director for Theater and Tactical C3 (command, control and communications).

Satellites *from page 1*

sometime this fall, according to Del Balzo.

The Global Positioning System uses a network of 24 satellites orbiting 11,000 miles above the earth. Each satellite sends out a continuous signal that can be computed by GPS navigation receivers to determine an exact position. Navigators, whether on a ship, airplane, truck, automobile or on foot, can use the system to determine their position.

Del Balzo expressed thanks to the Aircraft Owners and Pilots Association and Transport Canada for their help in providing aircraft and air crews to test GPS equipment and procedures.

"This is an example of international and industry cooperation that is crucial to successful implementation of GPS worldwide," said Del Balzo.

Air Pact *from page 1*

"The agreement will bolster the Russian economy and improve the economic ties between our two countries as well as providing benefits to American carriers. Many more U.S. residents will now have the possibility of direct service to Russia," said DOT Secretary Federico Peña.

Under the agreement, the U.S. obtained new rights to serve three cities in the Russian Far East, in addition to existing rights to serve four other cities including Moscow and St. Petersburg and beyond rights to China, Hong Kong, South Korea, Singapore and Taiwan.

Russia received rights to serve 11 new U.S. points—Bangor, ME; Dallas-Ft. Worth; Seattle; Portland, OR; Los Angeles; Orlando; Honolulu; Columbus, OH; and Houston and two points to be mutually agreed on by the two countries.

Russia also received beyond rights to four Central and South American countries and two additional points in South America to be chosen by the Russian Federation.

The U.S. may designate one additional combination carrier—passenger and cargo—and one additional all-cargo carrier.

People

Zest for Work. George Mathieu, who recently retired from the FAA after almost 51 years of federal government service, went out in style.

Mathieu's longevity was highlighted in "The Federal Diary" section of *The Washington Post* and the *Congressional Record*.

Acting Administrator Joe Del Balzo presented Mathieu with a special plaque and reminisced about their roots. Del Balzo and Mathieu went to the same high school in the Bronx—but years apart.

Mathieu, who lives in Bowie, MD, was also lauded by Congressman Steny Hoyer. Hoyer said Mathieu's long career is "remarkable in its own right." At the same time, he was also distinguished for keeping "the same fresh enthusiasm and zest for his job" as he did starting out in 1941 as a writer and director of the Navy's photographic science lab, working on technical films.

In addition to his professional talents, Hoyer praised Mathieu for his "unfailing courtesy and kindness" to his colleagues and thousands of citizens who asked him for help over the years. "He always was able to find time to take care of their needs, no matter how busy he happened to be at the time," Hoyer said.

The congressman's remarks appeared in the May 28 edition of the official proceeding of Congress. Mathieu retired from the Headquarters Office of Public Affairs.

Celebrating Asian Pacific Heritage

Headquarters FAAers got a glimpse of different cultures in May as the agency celebrated Asian Pacific American Heritage Month. Events included serenades of Hawaiian music and karate demonstrations in the building lobby. Congressman Norman Mineta, chairman of the House Committee on Public Works and Transportation, spoke to Headquarters employees emphasizing that cultural and ethnic diversity is America's greatest strength. "Diversity is like a tapestry with yarns of color woven together to create a strong fabric, yet showing many beautiful colors," he said.



Another speaker, Tina Sung, an executive with the Social Security Administration and currently assigned to the Federal Quality Institute, advised minority members of FAA to pick role models to follow, determine the sacrifices they are willing to make to succeed, find out the working style of their boss, and seek feedback from their boss in one or two areas.

Congressman Norman Mineta, above right, was recognized with a certificate of appreciation after his speech by Sarah Engley and Matt Asai, officers of the Coalition of FAA Asian Pacific Americans.



Tough, But Not Impossible

Flight Standards Managers Urged to Recruit More Minorities

"It's a difficult job, but not impossible," Tony Broderick said as he looked into an audience of 164 Flight Standards managers—about 90 percent who were white males.

Broderick was talking about adding more diversity to FAA's work force by hiring, training and providing advancement opportunities for more women and minorities.

Because Flight Standards managers are mainly white males, Broderick

said, the organization is deprived of the ideas, views and input from a diverse mix of people from both genders and different cultural and ethnic backgrounds.

Broderick, associate administrator for Regulation and Certification, urged the group attending the third annual Flight Standards National Strategic Management Conference last month to aim to hire half of its new workers from groups other than white males. "That's the only way we're going to make

changes," Broderick said.

Making the Flight Standards work force a diverse one isn't the only challenge facing managers, Broderick told the group, which met for three days in Arlington.

He emphasized the need to be responsive to Flight Standards' customers and keep the lines of communications flowing from the field to Headquarters and from Headquarters to the field.

Flightplan

GLOBE Event. Speakers from the Federation of Parents and Friends of Lesbians and Gays will lead a discussion on "supporting gay loved ones" on *Wednesday, June 23*, at 12 noon, in the Nassif building, room 2230.

The event is sponsored by the DOT Gay, Lesbian or Bisexual Employees (GLOBE).

For more information, contact Tom Sachs, OIG, x61423; Sheila Skojec, FAA, (202) 376-6470; or Eric Stults, OST, x62548.

Update. *Intercom's* announcement of AGC's sponsorship of the GLOBE history contest was premature. A GLOBE contest is still in the planning stages.

Career Fair. A career development fair will be held on *Thursday, June 24*, in conference room 8AB from 9:30 to 11:30 a.m.

The two-hour program, sponsored by the Office of Civil Rights and the Federal Women's Program Committee, will have speakers explaining the various available developmental programs offered by DOT and FAA.

Hearing impaired services will be provided.

For more information, contact Doretha Robinson, AAA-212, x78962.

Native Americans. The Native American and Alaska Native task force is meeting on *Wednesday, June 30*, at 2 p.m. in conference room 500E.

For more information, call John Ogden, x77379, or Roslynne Reed, x77322.

Mid-Level Managers. The 1993 FAA Mid-Level Manager Development Program begins in September and is open to mid-level managers in Airway Facilities, Airports, and Regulation and Certification organizations.

The program's goal is to enrich the selection pool for upper-level positions with better skills and broadened representation of minorities and women.

Twenty participants will be chosen from GS/GM-14s and 15s who have

managerial and supervisory experience. It is sponsored by the Office of Human Resource Development.

For information about applying for the program, contact the staff office of your associate or assistant administrator.

For information about the program, contact Lynda Lane, AHD-200, x65023.

Thrift Savings. The Thrift Savings Plan open season runs through *Saturday, July 31*—the time to sign up to contribute to the plan or change the amount of contributions to the three funds.

For Headquarters FAAers, the TSP summary guide and investment options and operations booklet, election forms and interfund transfer form are available from the Employee Relations Branch, AHR-140, room 522.

For more information, contact Barbara Claytor, x73873, or Charlene Warren, x73872.

Scholarships. Apply for Headquarters Employee Participation Group scholarships by *Wednesday, June 30*.

Application forms and specific details are available in Headquarters, room 302.

The form asks for a family financial statement, scholastic history, transcript, personal references and a statement of personal and career goals.



ences and a statement of personal and career goals.

For more information, contact Gerrie Robinson, ARM-24, x79678.

The program is managed by the HEPG in cooperation with the Office of Labor and Employee Relations.

New Exhibit. The original design drawings and artwork that accompanied early space flight articles in *Collier's* magazine are the focus of the newest exhibit at the National Air and Space Museum.

The exhibits includes about 60 works and runs through next April.

Air Traffic Reunion. The Air Traffic Control Association (ATCA) in cooperation with the Southern Region FAA Retirees Association (SRFRA) is sponsoring a "Grand Aviation Reunion" in Nashville.

The dinner and dance reunion will be held at the Holiday Inn Nashville on *Saturday, October 23*, two days prior to ATCA's 38th annual meeting and two days after the retirees association's annual meeting.

Organizations, individuals, families and friends are invited to join the SRFRA meeting or schedule their own function in Nashville and make the reunion a part of the program.

Membership in ATCA or SRFRA is not required to take part in the reunion and associated activities.

To get on the mailing list and receive more information about the reunion, write: ATCA Grand Aviation Reunion 2300 Clarendon Boulevard, Suite 711 Arlington, VA, 22201

FAA Remembers

Stevens Memorial Fund. A memorial fund has been established for Joe Stevens, who died recently from complications associated with diabetes.

Mr. Stevens managed the Administrator's Hotline since its inception in 1984. He had 18 years of FAA service.

His family has established a memorial fund with the American Dia-

betes Association. Anyone wishing to contribute can send donations to:

American Diabetes Association
1211 Connecticut Avenue, NW
Washington, DC 20036

When making donations, employees should note that it is in memory of Joe Stevens and request that an acknowledgment be sent to his son, Steve Stevens.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Highlights

DOT's Number 2 Spot. Mort Downey was sworn in as DOT Deputy Secretary on June 3, the number two slot at the department.

Prior to moving to DOT, Downey served as executive director and chief financial officer at the Metropolitan Transportation Authority (MTA) in New York.

At the MTA, he was involved in setting budget policies, developing financial resources and managing financial investment programs, focusing primarily on the capital rebuilding of MTA systems.

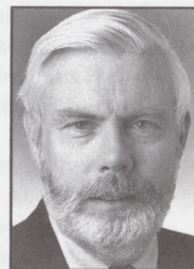
From 1977 to 1981, he was assistant secretary for Budget and Programs at DOT and served as DOT's representative on the President's Inter-Agency Coordinating Council.

He was also the first transportation programs analyst for the U.S. House Budget Committee and held a number of positions with the Port Authority of New York and New Jersey.

He graduated magna cum laude from Yale, received a master's in public administration from New York University and attended Harvard Business School's advanced management program.

He served in the Coast Guard Reserve, holding the rank of lieutenant commander.

Downey and his wife, Joyce, have two grown sons, Stephen and Christopher.



Mort Downey

turn to Highlights on page 2



Cessna Aircraft Company

Horizontal Tornadoes

A corporate jet leaves a trail of curled clouds after just climbing through a cloud bank over Lake Tahoe. Serene-looking cloud ripples behind the plane show wake vortices. Vortices have been described as "horizontal tornadoes" when they are generated by huge jetliners. Although a wake vortex may look majestic, it can be dangerous when another aircraft gets too close. The United States averages about one accident a month and one fatal accident a year—mostly to small general aviation aircraft—due to vortices. Find out more in the current issue of the FAA Aviation Safety Journal, Volume 3, Number 1. The publication is available for copying in the FAA library.

Top-Level Jobs

20 Tapped for SES Candidate Development Program

The pool of FAA's potential senior executive service (SES) employees has just increased.

Twenty FAAers have recently been accepted into DOT's senior executive service candidate development program.

This year, 201 FAAers applied to the top-level recruitment program.

The Office of Personnel Management-approved program is designed to prepare individuals for executive-level

positions through developmental assignments and formal training.

Selected candidates completed a three-step selection process that included a paper screen, a panel interview, and an executive development assessment center.

During the two-year program, each candidate will formulate an individual development plan, tailored to his or her individual needs. Candidates success-

turn to SES Candidates on page 4

Highlights *from page 1*

FAA Shuttle. The FAA shuttle departs Washington National Airport, hangar 6, every Wednesday morning at 8:30 a.m. for the FAA Technical Center in Atlantic City.

It leaves the Technical Center at 3 p.m. the same day, returning to Washington National about 4 p.m.

Effective August 1, Carol Stone, AXD-5, will be the point of contact for shuttle reservations. She is located in room 1019 in Headquarters and can be reached on (202) 267-7223.

ICAO Assignment. Tom Laginja, of FAA's NAS System Engineering Service, is the newest U.S. member of the International Civil Aviation Organization's all weather operations panel.

The panel conducts technical assessments of new technologies, including the Global Navigation Satellite System, along with the current instrument landing system and microwave landing system, to satisfy requirements for approach and landing operations.

Laginja has extensive experience in developing and improving navigation and landing systems. In addition to Headquarters, he worked at the Aeronautical Center and the FAA Technical Center. Prior to joining FAA in 1974, he worked for American Airlines.

Following a stint with the U.S. Navy as an aviation fire control radar technician, Laginja graduated Pennsylvania State University with a B.S. degree in electronics engineering.

Fahr'Fred'nugen. Long commutes to work aren't unusual, but long, lonely ones are—like the one air traffic controller Fred Fitzgerald drives.

Every weekday, Fitzgerald travels 252 miles round-trip to Tri-Cities Airport, Pasco, WA, in a 1972 Volkswagon beetle with an odometer reading of

more than 250,000. The total journey takes about five hours a day. Fitzgerald begins his commute amid the Ponderosa pines in northeast Oregon's mountains, travels on gravel roads and dodges elk, deer and fallen trees. Just in case, Fitzgerald carries a chain saw, extra clothing and spare car parts, and has equipped his car with powerful halogen lights and an ultrasonic deer alert.

He can go as long as 80 miles before seeing another vehicle.

Fitzgerald's commute passes through five counties in two states and goes from 4,000 feet to the sagebrush flats of the Columbia River basin.

Every year, Fitzgerald commutes about 55,000 miles, consumes more than 2,000 gallons of gas and wears out a set of tires. He has driven in 115-degree heat and left home at 26 degrees below zero.

Through it all, Fred's reliability has been no less than that of employees living only a few miles from the facility. How does he do it? It's a phenomenon his friends describe as *FahrFrednugen*.

Aviation Education. Summer activities for FAA's 1993 Aviation Education Academy program—known as ACE—are underway.

The program—targeting high school students—is a one-week resident or non-resident summer aviation education program conducted nationwide. It is co-sponsored by FAA and the host educational institution, usually a college or university.

The key emphasis of the program is to provide students with a wide range of "hands-on" learning experiences about aviation careers, including visits to an FAA air traffic control tower, flight service station, airport, and local aviation industry facilities.

Academic activities include navigation, aircraft design, aerodynamics, propulsion, communications, weather, FAA and aviation history, and the theory of flight.

In addition to receiving instruction on a flight simulator, students learn to build and fly model airplanes.

For more information, employees can contact their servicing aviation education representative. In Headquarters, call the Aviation Education Division, (202) 366-7500.

Mission Accomplished. Don Hollister, of Northwest Mountain Region's Salt Lake City NADIN switch facility, was recently presented with a "mission accomplished" award for his contribution to the installation and deployment of the NADIN packet switched network.



Don Hollister, left, receives "mission accomplished" award plaque from NADIN Packet Switch Network Project Manager Fiesal Keblawi.

Hollister, who provided FAA representation during the installation of the network at about a dozen air route traffic control centers, was presented the award by the NADIN Packet Switched Network Project Manager Feisal Keblawi, representing the office of the Program Director for Communications and Aircraft Acquisition.

Hollister volunteered to represent the program office when additional FAA presence was required to install network switches at air route traffic control centers nationwide, including Anchorage, Honolulu, Salt Lake City and Atlanta.

He served as the liaison between FAA and the system contractor, Harris Corporation.

The new system is the future digital communications backbone of the advanced National Airspace System computer systems. After several years in the works, NADIN is in place and has passed the operational test and evaluation by the FAA Technical Center. It currently awaits shakedown testing.



Tom Laginja

In Synch with Nature

FAA Surveys Environmental Training for Employees

As environmental regulations continue to increase and change—having far-reaching impacts on the federal and private sectors—FAA is actively looking at compliance.

To minimize environmental liability to the agency and its employees, FAA's Hazardous Materials and Special Projects Staff is developing and distributing an environmental training needs assessment. It will look at the complexity of environmental requirements as they relate to agency job classifications and associated duties.

The survey is intended to provide information on FAA's environmentally regulated activities. In addition, the Office of Training and Higher Education will conduct an FAA-wide HAZMAT training requirements analysis over the next few months.

Training will equip FAAers with the knowledge and skills necessary to perform their job duties at the highest level of environmental awareness, resulting in few negative environmental impacts and potentially costly corrective actions.

Training courses can be developed in a variety of areas, such as environmental due diligence audits, National Environmental Policy Act requirements, poly-

chlorinated biphenyls, chlorofluorocarbons and HAZMATs. They can be developed in several formats, including centralized resident training at the FAA Academy, correspondence study courses, field conducted training, on-the-job training, contract-provided training through colleges, universities, industry, or other government agencies, and computer-based instruction.

FAA is considering a proposal submitted by the Transportation Safety Institute in Oklahoma to conduct training on the recently-amended hazardous materials regulations.

The FAA Academy, also in Oklahoma, provides centralized training for the agency's technical specialties. Designed to develop skills, knowledge, attitudes and job function performance capabilities, courses are geared toward achieving and supporting FAA requirements and program objectives.

The Hazardous Materials and Special Projects Staff, AEE-20, is developing training that will focus on the Resource Conservation and Recovery Act and HAZMAT awareness. Once developed, the staff will work with the Academy to have it included as part of the Academy curriculum.

The staff also is drafting a training order, intended to define the specific environmental training required by job classification, the services responsible for providing training, and the options for training formats. To avoid duplication of effort, it is being developed through cooperative efforts among FAA services such as Airway Facilities, Airport Planning and Programming, Aviation Medicine, and the Office of Training and Higher Education.

For more information on this training initiative, call Bill Echols, (202) 267-3497.

Healthbeat

Health Fair. There will be a health fair in the FAA Headquarters building lobby on *Wednesday, July 14*, from 11 a.m. to 2:30 p.m.

A wide variety of health information and screenings will be available, including glaucoma, vision, and eye-glass screenings.

The event is sponsored by the Health Awareness Program.

Audio Screening. An audio screening will be held in the clinic, room 327, during the health fair but will require an appointment.

Interested employees can sign up in the clinic beginning *Wednesday, July 6*.

Appointments will be made on a first-come, first-serve basis.

Keeping 'PACE' With Safety

New Program Stresses Voluntary Compliance

There's a new acronym in FAA's aviation safety vocabulary—PACE.

It stands for Pilot and Aircraft Courtesy Evaluation and is the Accident Prevention Program's newest national outreach.

Formally instituted by the agency in March, the voluntary PACE program has been under development since 1990.

Known in some test areas as ACE (Aviation Courtesy Evaluation) and Operation Fixed Wing in others, it offers pilots and aircraft owners a chance to request a non-adversarial FAA review of piloting techniques and aircraft airworthiness without risk of penalty.

The program's concept is simple. FAA aviation safety inspectors will check pilots and their aircraft for compliance with appropriate practical test standards and federal aviation regulations.

Any inadvertent discrepancies found by inspectors will be noted and the pilot or aircraft owner will then be responsible for correcting them.

The program's goal is as straightforward as its concept—increase aviation safety through voluntary efforts of pilots, aircraft owners and the FAA by detecting and correcting any inadvertent non-compliance.

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FAA's Newest Senior Executive Candidates *from page 1*

fully completing their development plans will be certified by the Office of Personnel Management for three years. They will then serve as the primary pool for selection into entry-level SES positions at FAA.

This is the FAA's third cycle for the program.

Since the program's inception in 1990, 15 graduates of the candidate development program have reached SES status.

Those recently selected into the development program are:

Jeri Alles

Aviation Information Division Manager
Great Lakes Region

James Buckles

Quality Assurance Division Manager
Washington Headquarters

John Colomy

Standards Office Manager
Small Airplane Directorate
Central Region

Theodore Davies

Navigation/Landing/Surveillance
Division Manager
Washington Headquarters

Joseph Fee

Oceanic System Manager
Washington Headquarters

David Ford

Oceanic Program Manager
Washington Headquarters

Thomas Gassert

Maintenance Engineering Division
Assistant Manager
Washington Headquarters

Harry Kane

En Route Automation Program Manager
Washington Headquarters

Joann Kansier

Voice and Data Communications
Program Manager
Washington Headquarters

Dennis Koehler

Advanced Systems and Facilities
Division Manager
Washington Headquarters

William Lindsey

Atlanta Airway Facilities
Sector Manager
Southern Region

Nancy LoBue

Special Assistant to Chief Counsel
Washington Headquarters

Herman Lyons

Air Traffic Division Assistant Manager
Central Region

Patricia McNall

Assistant Chief Counsel
Technical Center

Alan Moore

Airway Facilities Division
Assistant Manager
Central Region

Edward Moy

Phoenix Airway Facilities
Sector Manager
Western-Pacific Region

Douglas Powers

System Management Branch Manager
Great Lakes Region

Naomi Saunders

Civil Aviation Security Division Manager
Southern Region

Alice Wong

Performance Analysis Branch Manager
Washington Headquarters

Robert Wright

General Aviation and Commercial Division
Assistant Manager
Washington Headquarters