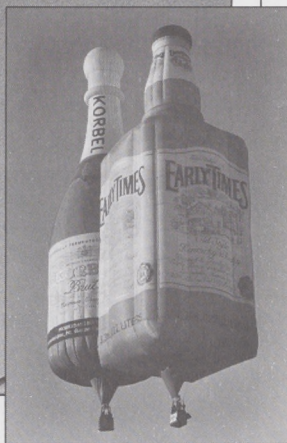
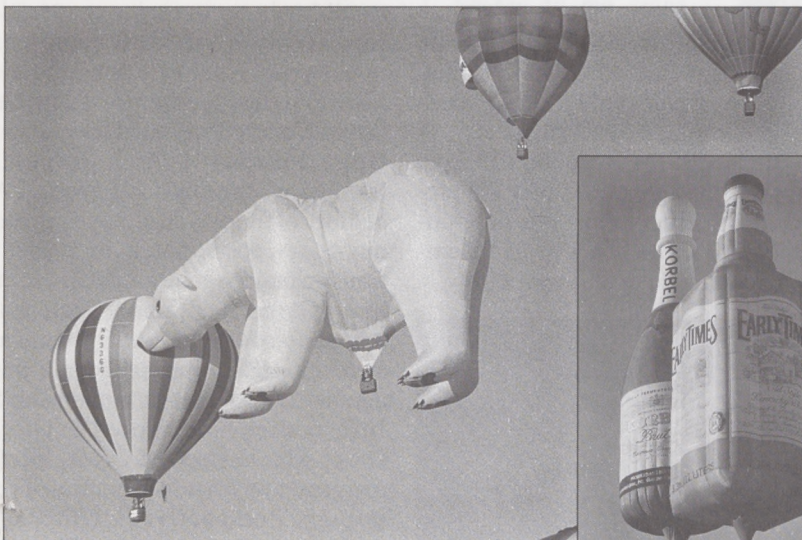




U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Balloon Extravaganza

More than 150,000 spectators recently gathered in Reno, NV, to see such sights as a flying whiskey bottle and an eight-story-high floating polar bear. It was all part of the Great Reno Balloon Race, a three-day event that the Reno Automated Flight Service Station helped get "off the ground." Kicking off the balloon extravaganza was the "dawn patrol," an annual event where five balloons fitted with FAA-approved lighting systems lit up the sky while soft music played in the background. Klondike, the polar bear, was clearly a favorite. A "hare and hound" competition also took place. The lead balloon—the hare—flew a difficult course and upon landing, placed an "X" on the ground. The remaining balloons—the hounds—raced to the "X," hovered above it, and tried to drop a beanbag closest to the marked spot. Pilots were briefed each morning on pertinent weather data and appropriate Notices to Airmen. During the race, FAA specialists were in constant communication with the Reno Tower to ensure the safety of all participants.

People and Machines

FAA Emphasizes the 'Human Factor' in Aviation Safety

Stressing that the human factor is critical to aviation safety and effectiveness, FAA Administrator David Hinson recently established a new policy for incorporating human factors considerations into all agency programs and activities.

The policy—created by an FAA

quality action team—is designed to increase aviation safety, efficiency, and productivity by systematically integrating human factors into the planning and execution of all agency system acquisitions and operations functions. It also rees-

turn to Human on page 3

Assessing AAS

Administrator Orders Review of Agency's Number One Program

A "top-to-bottom" review of the Advanced Automation System (AAS), a multi-billion dollar program designed to help modernize the nation's air traffic monitoring system, was recently ordered by FAA Administrator David Hinson.

Citing "great concern" over \$1.2 billion in new costs and cost overruns, Hinson said he will hire an independent organization to head a special team to assess management and financial concerns raised by the AAS program. He said the team will report directly to him and be responsible for recommending "realistic solutions" to the cost overrun problems.

turn to Automation on page 3

Highlights

Master Mechanics. In a recent ceremony hosted by the DuPage Flight Standards District Office, Chicago, IL, and the Professional Aviation Maintenance Association, 18 aviation maintenance technicians were honored with the Charles Taylor "Master Mechanic" award.

Each recipient received a plaque from the association and a certificate signed by FAA Administrator David Hinson.

The award is named in honor of Charles Taylor, the original aviation mechanic who designed and built the

turn to Highlights on page 2

Highlights from page 1

first aircraft engine and maintained subsequent engines for the Wright brothers.

The award recognizes aviation maintenance technicians who have been employed in the profession for 50 years and held an FAA mechanic certificate for at least 40 of those years.

Promoting Quality. Southwest Airline's Chief Executive Officer Herbert Kelleher recently spoke to FAAers at the Aeronautical Center on total quality in the work force.

Kelleher, who believes in a light-hearted approach to company operations, is known for his self-deprecating humor and cheerleading efforts among his employees.

He began by telling the group that customer focus must start with employee hiring.

"We hire attitudes. Give me a person with the right attitude, and I can train that person for the job at hand. I cannot teach attitude," said Kelleher.

He spoke of involving employees in the decision-making process saying, "when employees become involved in a process, you'd be surprised how much they bring to the table and how much they put into it."

Kelleher also believes in being mission and results oriented, rather than title oriented.

He told the group that in a changing environment like that of aviation, it is difficult to predict what will happen in five years. But, he said, it is "always important to know what kind of organization you want to be, and what kind of services you want to provide."

China Bound. Several FAAers recently traveled to Guilin, China, where they conducted a training seminar on continued airworthiness.

Officials of the Republic of China requested the agency to make the presentation in order to increase their understanding of the FAA program, ensuring continued operational safety.



FAA facilitators and Civil Aviation Administration participants in Guilin, China.

The two-week seminar was conducted by Stephen Gibbs and Glen Kinney, aviation safety inspectors from the Flight Standards' Aircraft Maintenance Division, and Brian Yanez, aerospace engineer from the Aircraft Certification Service.

About 30 technicians from the Civil Aviation Administration of China's engineering and training departments attended the seminar, along with the administration's deputy director of the Aircraft Airworthiness Department. Participants were very receptive to the FAA instructors, as exhibited by their exceptional participation in seminar activities.

Joining Forces. More than 500 FAAers and industry representatives recently gathered in Washington, DC, to discuss the latest FAA Information

Technology program information and related issues.

The third in a series of government-industry Federal Information Resources, Systems and Technologies conferences, the event was jointly hosted by FAA's Office of Information Technology and the Armed Forces Communications and Electronics Association.

Industry officials, ranging from small business to major corporation representatives, used the opportunity to network with key FAA officials.

The conference theme—"21st Century Aviation: Program Direction and Opportunities"—was repeated throughout the day-long event. FAA senior officials and key program managers participated in presentations on major agency initiatives, such as the Global Positioning System, the Advanced Automation System, and systems architecture and data management. Assistant Administrator for Information Technology Theron Gray, who hosted the event, briefed the group on "An Information Technology Perspective." Other key speakers included former FAA Administrator James Busey, the president and chief executive officer of the Armed Forces Communications and Electronics Association.

The association provides an ethical environment that encourages close cooperative relationships among civil government agencies, the military, and industry. It serves as a bridge between government requirements and industry capabilities.

During an afternoon awards ceremony, the FAA conference coordinator Peri Dixon and Policy and Plans Division Manager Bob Bostiga were recognized for their efforts in putting the conference together.

No Intercom. The Headquarters *Intercom* will not be published next week. The next issue will be dated January 18.

Items for that issue should be submitted to Briar Haggett, room 909B, x73441, no later than 4 p.m., Tuesday, January 4.

Headquarters Intercom

January 4, 1994
No. 94-1

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Human Factors

from page 1

establishes the FAA Human Factors Coordinating Committee, sponsored and chaired by the FAA Chief Scientific and Technical Advisor for Human Factors, Office of the Executive Director for System Development.

"The human factor has been widely recognized as critical to aviation safety and effectiveness," said Hinson. "FAA efforts will emphasize human factors considerations to increase system performance and capitalize upon the relative strengths of people and machines."

The policy fulfills one element of the National Plan for Aviation Human Factors that was jointly developed by the government and the aviation community. The partnership included the FAA, the National Aeronautics and Space Administration, the Department of Defense, academia, and several professional groups, such as the Air Transport Association Human Factors Task Force, whose members include representatives of pilot and contractor unions, airframe and parts manufacturers, and major airlines.

The new policy stresses a systems approach to human factors and institutionalizing basic human factors principles within the FAA. This will result in an emphasis on conducting human factors research on existing systems and operations to define human-machine performance problems and identify cost-sensitive solutions. The new approach will also be applied to FAA system acquisitions and regulatory activities in the promotion of civil aviation.

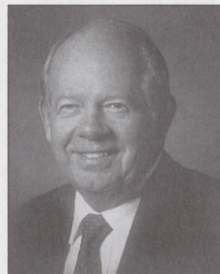
Benefits of the new approach include increased personnel efficiency and effectiveness, improved system performance, reduced operations and maintenance costs, increased availability of objective data for use in FAA regulatory activities, and increased aviation safety.

Message from the Administrator

Best Wishes for the New Year to all FAAers

I wish to thank you for the sincere welcome and for the many courtesies you have extended to me since I was sworn in as Administrator last August. During my visits to a number of regional offices, centers, towers, and other field facilities, I have been made very welcome. I am impressed by the professionalism and dedication to duty I have observed during these visits.

This New Year is certain to be challenging. We have many tasks to accomplish and many questions



to answer. There is a lot of work to be done.

But we should view these efforts as opportunities to add to the long list of FAA achievements. When 1994 ends, we want to look back at a solid record of accomplishment. I am certain that will be the case.

I sincerely hope each and every one of you, along with your families and friends, had the happiest of holidays. And I want to wish each of you a very Happy New Year.

David Hinson

Advanced Automation *from page 1*

Hinson also directed FAA's Deputy Administrator Linda Daschle and Chief Counsel Mark Gerchick to conduct a 45-day review of the system's current financial and schedule status.

The AAS program, whose primary contractor is International Business Machines (IBM) Federal Systems Co., is the centerpiece of the FAA's program to develop an air traffic control system designed to meet the traffic demands of the 21st century. More specifically, AAS will replace computer hardware and software and controller work stations at all of the FAA's tower, terminal, and en route facilities.

Hinson plans to enlist a commitment from IBM Federal Systems to complete the program—currently several years behind schedule—on time and without further cost overruns. Additionally, agency represen-

tatives will confer with IBM as to what impact its announced plan to sell its Federal Systems Company would have on the AAS program.

Hinson said the FAA will "provide the best information currently available on the AAS program to the chairman and key staffs of the House and Senate aviation and appropriations subcommittees."

"The AAS is one of the most complex computer projects ever undertaken," said Hinson. "When I became Administrator in August, my mandate from DOT Secretary Federico Peña was to assess the program, identify its problems, and get it back on schedule and budget."

Hinson said he has mandated that the review of the AAS program be completed "in the shortest possible time." Based on the review, he will make "the organizational and management changes shown to be necessary."

Frequent Flyers

Office of Chief Counsel Offers Guidance to Traveling FAAers

Employees are prohibited from using frequent flyer miles earned on official travel to upgrade from coach during subsequent government trips, advises the Office of Chief Counsel.

Departmental policy, issued by the Assistant Secretary for Administration last August, says

that "government resources will not be used for travel above coach, unless no other commercial service is 'reasonably available' or the traveler has a medical condition or handicap requiring accommodations above coach class."

"Reasonably available" means within 24 hours of the traveler's arrival/departure times.

Employees are also prohibited from accepting any promotional benefits offered to frequent flyers while on official government travel. Benefits received on official duty time are the property of the government. This is true even if there is no reduction in accumulated miles. There is, however, one exception. Benefits that cannot be

used by the government, such as memberships in airline clubs, check-cashing privileges, and other intangibles, may be used by employees. It was determined that no useful purpose would be served by denying employees the right to use these benefits.

Employees *may* accept first-class or other premium-class seats offered when holding a coach ticket on standby. The reason—no government resources are spent to obtain the upgrade.

Employees with questions on government frequent flyer rules should contact John Walsh, (202) 376-6406.

Healthbeat

Weight Management. The Headquarters Health Awareness Program is sponsoring weight management classes for four consecutive *Tuesdays* beginning *January 18*, from 9 to 10 a.m.

Interested Headquarters FAAers can sign up in the clinic, room 327, on *Wednesday, January 5*. There are only 25 slots allotted.

Flightplan

Software Engineering. The Software Engineering Specialty Group, ASE-600, is sponsoring the first quarterly Software Engineering Forum on *Wednesday, January 12*, in the FAA auditorium. The forum, originally scheduled for 9 a.m. until 12 noon, has been moved to 8:30 until 11 a.m.

The forum's theme is "Software Maintenance," and includes presentations on the importance of software maintenance and planning upgrades for commercial off-the-shelf software.

For more information, contact Shirley Ginwright, ASE-600, 287-2643.

ATCA Symposium. The Air Traffic Control Association is hosting a day-long symposium from 9 a.m. to 3:30 p.m., on *Thursday, January 13*, at the Hyatt Regency Crystal City, Arlington, VA, to frame the debate on efforts to restructure the air traffic control system.

Top government and industry leaders will discuss models and merits of the proposed corporatization; review financial, operational, and political aspects of the shift; and examine implications for procurement.

Participants will be able to talk directly to senior FAA and congressional officials about issues involving the air traffic control system.

Vice President Gore has been invited to make the luncheon address.

For more information, contact the Air Traffic Control Association, (703) 522-5717.

Lunchtime Seminars. Airway Facilities is presenting a series of "lunchtime seminars" from 12 noon to 1 p.m. *every other Wednesday* through May 1994.

The next seminar is scheduled for *Wednesday, January 12*.

The series is open to all FAA employees.

For more information, or for a seminar brochure, contact Maria Pitts, x73628.

Building Bulletin Board

Poster Space. All FAAers and employees of other organizations in the Headquarters building are advised that all requests for use of building space for poster display must be submitted to the Headquarters Facilities Management Staff, AAF-52, for approval.

The request must be on General Services Administration Form 3453, and be submitted at least three days before the desired display date. Once approved, the poster should be immediately brought to room 115.

Acceptable poster size is 18 x 29 inches for a small poster, and 30 x 40 inches for a large one. Handmade posters will not be accepted.

There is a limit of three posters per event, each month. The time of display in the lobby and the second floor is not to exceed five working days; however, if space is available, five additional days in the same month may be used.

The requesting organization is responsible for retrieving posters from room 115 within five days after the event. They will be discarded after that time.



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

Headquarters Intercom



High-Level Helpers

Santa had some high-level helpers this year when he visited the FAA Day Care Center kids in Headquarters. DOT Secretary Federico Peña and FAA Administrator David Hinson assured the children that Santa had indeed "filed a flight plan for his yearly trek around the world." As they helped Santa hand out gifts, the top-level duo told the kids that Rudolph and the other reindeer were cleared for takeoff on Christmas Eve. The children each took a turn sitting on Santa's lap after they drew names to participate in a gift exchange. The center presented FAA Day Care Center t-shirts to Peña and Hinson, while Santa gave out gifts to each member of the center staff.

Improving Transportation

DOT to Take Stronger Role in Managing Global Positioning System

In a major step toward developing greater civilian applications of military technology, a newly-formed federal task force recommended that the DOT take a stronger role in managing the Department of Defense Global Positioning System—better known as GPS.

The move will improve civil uses of the military global positioning system for motorists, airline pilots, surveyors, and transit bus systems.

The joint task force—made up of

representatives from the DOT and the Department of Defense—made its recommendations to Secretary of Transportation Federico Peña and Secretary of Defense Les Aspin after studying how to get maximum use of GPS by military and civilian users.

"This sophisticated technology will have an enormous impact on transportation, surveying, and other civil fields. Its full use will mean increased accuracy, productivity,

turn to **GPS** on page 2

Highlights

EEO Awards. The due date for nominations for the Seventeenth Annual Administrator's Awards for Excellence in Equal Employment Opportunity (EEO) has been moved from January 4 to January 28.

Nominations are being accepted by the Office of Civil Rights.

This year, a task group was established to revise the EEO award criteria, in an effort to provide more objectivity in nominations and improved selection procedures. It consisted of representatives from special emphasis committees, employee organizations, regional offices, Headquarters, and civil rights officers.

Nomination packages were mailed to all Administrator's Management Team members and civil rights officers on December 27.

For information about requirements, see the December 14 issue of *Headquarters Intercom*.

For more information, call George Thomas, ACR-5, (202) 267-3267, or (202) 267-9730 (TDD/TTY).

Deicing Update. New deicing requirements for pilots of commuter airline aircraft were issued recently as part of the FAA's effort to further minimize the risk of takeoff accidents caused by snow and ice on aircraft wings.

Commuter and air taxi operators must check aircraft surfaces for frost, ice, or snow before taking off in adverse winter weather conditions. The regulations are tailored to commuter and air taxi operations and are similar to the deicing regulations for larger

turn to **Highlights** on page 2

Highlights *from page 1*

aircraft that went into effect in November 1992.

Under the new rule, operators of commuter airline aircraft with up to 30 passenger seats, or up to a maximum cargo capacity of 7,500 pounds, will be required to train pilots on the hazards of operating in weather conditions that cause ice to build up on aircraft.

The new rule goes into effect later this month. It was published in the *Federal Register* on December 30.

In a provision that mainly affects private aircraft, the rule expands pilot testing and checking requirements for aircraft with 20 or more passenger seats, or a payload capacity of at least 6,000 pounds. It requires that these pilots take proficiency tests on all subjects relating to conditions that cause icing on wings.

The rule does not affect commuter airlines and air taxis that operate in geographic areas where icing is not a problem.

GPS First. The FAA has granted Continental Express airlines the first authorized use of the satellite-based Global Positioning System (GPS) for non-precision approaches at Aspen and Steamboat, CO. The air carrier will use the new navigation system to replace an early generation micro-

wave landing system.

Continental Express operates scheduled service between Denver and Steamboat Springs, as well as Aspen. To allow service into these two ski markets at night and in poor weather conditions, the carrier had to replace the obsolete microwave landing system. GPS is the only means available to meet landing requirements for Continental operations in Aspen and Steamboat Springs.

The certification of equipment and procedures in Colorado completes the first phase of a three-part plan coordinated with the FAA, the Air Transport Association, and the Regional Airline Association, to apply satellite navigation technology in landing and departure procedures for air carriers. The second phase will include the development and certification of a differential GPS ground station and aircraft avionics that will allow precision approaches to be conducted into Aspen and Steamboat Springs.

First Flight. Air Ukraine recently became the first international airline from the New Independent States to fly nonstop to New York.

The eight-hour flight from Kiev to New York was made by an Aeroflot Ilyushin 62-M aircraft.

Air Ukraine, a new international airline, was formerly the Ukrainian division of Aeroflot. Upon becoming

an independent state, Ukraine retained seven Aeroflot IL-62's that fell within its borders.



The first Air Ukraine IL-62-M aircraft to fly the Kiev to New York route nonstop.

The IL-62-M, first flown by Aeroflot on its Moscow-Havana route in 1974, is about the size of a Boeing 707 or a DC-8. It can seat from 140 to 174 passengers.

Flights to Dulles International Airport will be inaugurated this month in conjunction with the first visit of the President of the Ukraine to the United States.

Combating Terrorism. During a moving ceremony at Arlington National Cemetery, President Clinton broke ground for a Pan Am Flight 103 memorial.

The event marked the fifth anniversary of the tragic bombing of a Boeing 747 over Lockerbie, Scotland, where 270 people were killed—259 passengers and crew and 11

Global Positioning System *from page 1*

safety and efficiency in aviation, sea navigation, and even the task of driving to work," said Peña.

The National Commission to Ensure a Strong Competitive Airline Industry recommended that GPS be implemented in the nation's air traffic system "at the earliest practicable moment."

Consistent with this recommendation, the task force said that technical steps should be taken to rapidly improve the integrity and availability of GPS for all trans-

portation modes. The group also said that U.S. government efforts to promote international acceptance of the new technology should be continued.

For aviation, the satellite positioning system has the potential to provide the greatest enhancement to system capacity, efficiency, and safety since radio-based navigation was introduced 50 years ago, according to the task force.

The FAA has approved limited use of GPS, allowing private and airline pilots of aircraft equipped with re-

ceivers to land more easily at smaller airports and to choose direct routes without having to rely on ground-based navigation aids.

The Defense Department does not permit all GPS users to receive the most precise position information. Some civil users station a radio beacon and have its known position provide a correction to the GPS signal. This is called "differential GPS" and generally provides better accuracy than the military's most precise signal.

Lockerbie residents.

"Today we assemble in solemn remembrance to dedicate a simple monument to the victims of a savage act of terrorism," said Clinton. "Here, there will soon stand a cairn—the traditional Scottish marker for the resting place of the dead—built of 270 stones."

The President's presence at the ground breaking and his private meeting with family members prior to the event were designed to demonstrate U.S. commitment to combating terrorism.

Clinton pledged to "remember the victims of this outrage and to recommit ourselves to bringing the perpetrators to justice so that we may truly create a safer, more peaceful world."

Regional Detail. Louise Maillott, director of the FAA's Office of Environment and Energy, recently began a two-month detail as Eastern Region's acting deputy regional administrator.



Louise Maillott

Maillott began her federal career in 1976 when she was commissioned as a foreign service officer with the Department of State. She joined the FAA in 1984, as an attorney-advisor for the International Affairs and Legal Policy Staff, Office of the Chief Counsel. She became the deputy director of the Office of Environment and Energy in 1988, and the organization's director in 1991.

Maillott received a BA degree from Assumption College in Worcester, MA, and a JD degree from the University of Maine Law School.

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.

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., conference room 408. Next meeting: *February 8*. Contact Al Kaulia, x78317.

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 8ABC. Next meeting: *February 1*. Contact Marcia Adams, x73488.

FWPC. The Federal Women's Program Committee meets the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Next meeting: *February 2*. Contact Marcia Adams, x73488.

Headquarters EPG. The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m. Next meeting: *February 10*. Contact Ralph Randall, x78903, or Bruce Henry, x79216, for meeting location.

Hispanic Coalition. The National Hispanic Coalition of Federal Aviation Employees normally meets the *first Wednesday* of each month, 12 noon, conference room 5A. Next meeting: *February 9*. Contact Francisco Estrada C., 287-8558, or Rose Millar, x79005.

International Training. The Federal Aviation Club, International Training in Communication, meets *every Wednesday* from 12 noon to 1 p.m.

The group provides instruction on how to communicate effectively, build self-confidence, stimulate the exchange of ideas, express individual thoughts, learn skills to use at work, and receive training to increase individual effectiveness. All efforts will be construc-

tively evaluated by the group.

Contact Maria Lancaster, x73746, or Sylvine Blackwell, (202) 529-2573 for meeting location.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, 12 noon to 1 p.m., in the MOC room. Next meeting: *February 10*. Contact Henry Butler, x79388.

Quality Meetings. The FAA Headquarters Quality Network meets the *first Tuesday* of each month, 2 to 3:30 p.m., conference room 8ABC. Next meeting: *February 1*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month, 12 noon to 1 p.m., conference room 8ABC. Next meetings: *February 1* and *February 15*. Contact Valerie Kulhanek, x73318, or Steve Black, x79094.

Volunteer Committee. The FAA Volunteer Committee meets the *second Tuesday* of each month, 12 noon to 1 p.m., conference room 9A. Contact Margaret Powell, x67037.

Headquarters Intercom

January 18, 1994
No. 94-2

Diane Spitaliere
Editor

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Editorial Assistant

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Managing Change

Airway Facilities Continues to Plan Strategically

Airway Facilities—one of the agency's largest organizations—is using strategic planning to change its business strategies in anticipation of the FAA of the future.

About two years ago, Airway Facilities started using strategic planning to meet agency goals. As part of this process, the organization's executive board asked an organizational behavior team to come up with innovative ways to promote new cultural values centered around empowerment, diversity, teamwork, and customer-driven outcomes.

Members of the team consisted of Airway Facilities employees and customers, representatives from the Human Resource Management division, and subject matter experts.

The team researched both public and private organizations to identify ways to improve organizational effectiveness. Team members also interviewed managers and employees and reviewed many Airway Facilities internal evaluations and related diagnostic tools.

In late September, more than 50 people from Airway Facilities nationwide were brought together to look at six major areas for change:

- ➔ Employee empowerment
- ➔ Selection
- ➔ Training and development
- ➔ Performance appraisals
- ➔ Awards
- ➔ Compensation

The team produced a comprehensive report that was accepted in its entirety by the Airway Facilities executive board. An Organizational Behavior Oversight Committee was also named to implement the changes. It included Airway Facilities employees, the president of the Professional Airways Systems Specialists, Howard Johannssen, and the director of FAA's Office of Labor and Employee Relations, Joe Noonan, who also represented the assistant administrator for Human Resource Management.

For more information contact Linda Zamer, ASM-250, (202) 267-3989.



Angelic Act

Employees of the Program Director for Communications and Aircraft Acquisition—along with their support contractor, Integrated Systems and Networks—recently participated in the Salvation Army's Angel Tree program to support needy families during the holidays. The group sponsored a family with eight children—called "angels"—and wrapped clothing and toys for each one. The gifts were later picked up by the Salvation Army for distribution to the children during the holiday season.

Healthbeat

Blood Screenings. The clinic will be conducting blood screenings on



Wednesday and Thursday, January 19 and 20, in room 327.

Interested employees must schedule an appointment in room 327.

Flightplan

NBCFAE Breakfast. The National Black Coalition of Federal Aviation Employees is holding its annual scholarship breakfast on Thursday, February 24, from 9 a.m. to 12 noon at the Shiloh Baptist Church, 1500 9th St., NW.

Keynote speaker at the event is Circuit Court Judge Walter Williams of Chatanooga, TN.

A limited number of tickets for the breakfast are available at \$15 apiece, and can be purchased by contacting Vanessa Dixon, x77858, Ron Jennings, x77911, or Tina Stephens, x73253.

Globe Gatherings. The DOT Gay, Lesbian, or Bisexual Employees (GLOBE) group will hold its next business meeting on Thursday, January 20, from 5 to 7 p.m., in the Nassif building.

For the room number and more information, contact Sheila Skojec, AGC-710, 376-6475, or Harry LeBlanc, ASU-320, 606-4525.

Ground School. The FAA Flying Club will conduct private pilot ground school on Tuesdays and Thursdays from January 18 through March 17.

Classes will be held from 6 to 9 p.m. in the FAA Headquarters building, conference room 8AB. Parking is available in the garage after 4 p.m.

For more information, contact Rachel Tretchick, 366-4281. She can also be contacted on cc: Mail.



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

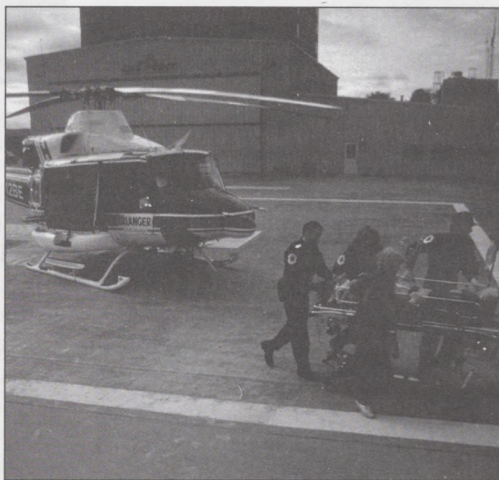
Headquarters Intercom

Leaving the Laboratory

FAA and Helicopter Operators Test GPS Approaches

The FAA and four civilian helicopter operators have joined forces to flight test Global Positioning System (GPS) non-precision approaches, a procedure that will greatly improve a helicopter's ability to land in low visibility conditions and result in saved fuel costs and shorter flight times.

At a recent ceremony marking the joint effort, the Helicopter Association International presented the FAA's Vertical Flight Program Office with a meritorious service award in recognition and appreciation of "outstanding service to the civil helicopter



Erlanger Medical Center Life Force Helicopter in Chattanooga, TN, is one of four helicopter operators that will be testing GPS non-precision approaches.

turn to GPS on page 3

Revitalizing Aviation

*Newly-Announced Initiative Includes
Corporatization of the FAA*

Calling it the "most comprehensive government aviation strategy proposed since deregulation of the industry in 1978," the Clinton Administration recently announced its plan to help revitalize the ailing aviation industry.

DOT Secretary Federico Peña, along with FAA Administrator David Hinson and Council of Economic Advisers Chair Dr. Laura D'Andrea Tyson, explained the initiative during a Washington, DC, press conference on January 6.

The most sweeping change is a plan to move ahead with the corporatization

of the FAA's air traffic control system, an effort that is already being examined by the agency. The Administration is calling for the completion of a restructuring proposal by April of this year.

The initiative also includes bankruptcy reform and increased foreign investment in U.S. carriers, contingent on reciprocal opportunities. It will also encourage new entrant carriers, heighten scrutiny of airline financial fitness, and promote employee ownership.

The new initiatives build on the recommendations of the National Com-

turn to Revitalizing on page 4

Highlights

Request for Comments. Administrator David Hinson recently signed a "request for comments" to be published in the *Federal Register*, asking the public to identify regulations that "it believes should be amended or eliminated to reduce undue regulatory burdens, if any, consistent with the FAA's statutory safety, security, and other public interest responsibilities."

Part of the agency's initiative to reduce the regulatory burden on the industry, the notice asks each commenter to identify, in order of priority, those regulations that are believed to be "unwarranted or inappropriate."

Comments are to be submitted within 60 days of publication in the *Federal Register*.

The effort is in response to recommendations made by the National Commission to Ensure a Strong Competitive Airline Industry, the National Performance Review, and DOT and FAA regulatory initiatives.

Locality Pay. The new locality pay rates for most General Schedule employees went into effect January 9.

The Office of Personnel Management recently published a pamphlet on the pay adjustment called "What Locality Pay Means to You." Topics covered include the reasons for locality pay, closing the gap between federal and non-federal salaries, determining locality pay, measuring non-federal salaries, and setting pay area boundaries.

turn to Highlights on page 2

Highlights *from page 1*

Employees in the San Francisco, Los Angeles, and New York areas who have been receiving special eight percent "interim" locality raises will continue to receive that amount—but nothing additional—because eight percent is greater than the new raises.

For more information, employees can contact their servicing personnel office.

respective fields, came from across the United States and Sweden.

VISA Cards. A new government VISA card is available for offices that frequently need to purchase miscellaneous supplies and equipment in excess of the imprest fund limit of \$500.

The Rocky Mountain Bankcard government VISA comes with a credit limit substantially higher than the \$500 imprest fund limitation, with

Locality Areas and Percentages

Atlanta, GA—3.86%
Boston, MA—5.47%
Chicago, IL—5.34%
Cincinnati, OH—4.22%
Cleveland, OH—3.34%
Dallas, TX—4.21%
Dayton, OH—3.77%
Denver, CO—4.54%
Detroit, MI—4.84%
Houston, TX—6.52%
Huntsville, AL—4.10%
Indianapolis, IN—3.68%
Kansas City, MO—3.30%
Los Angeles, CA—5.69%

Memphis, TN—3.09%
New York, NY—5.77%
Norfolk, VA—3.28%
Oklahoma City, OK—3.34%
Philadelphia, PA—4.96%
Sacramento, CA—3.69%
St. Louis, MO—3.09%
Salt Lake City, UT—3.09%
San Antonio, TX—3.09%
San Diego, CA—3.88%
San Francisco, CA—6.18%
Seattle, WA—3.92%
Washington, DC—4.23%
Rest of United States—3.09%

Environmental Health. The first FAA symposium on "Current Issues in Environmental Health" was held recently at the Civil Aeromedical Institute, Oklahoma City.

Although air quality on commercial aircraft has been a source of recent controversy, findings from this conference indicate that passengers have virtually the same risk of contracting a communicable disease aboard an aircraft as they have with a similar-sized group of people anywhere else. Experts concluded that there is no grave danger to either crew or passengers of contracting a serious medical disease aboard a commercial aircraft.

Other topics covered at the event included the environmental health challenge for the FAA, ergonomics in the workplace, and chemical exposure and disease.

The speakers, all experts in their

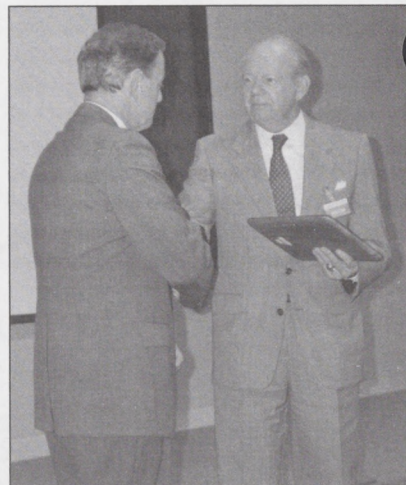
payment made directly to the vendor by the Office of Accounting.

For more information, contact Tony Garner, x79788.

National Network. Headquarters and regional FAAers recently gathered in Melbourne, FL, to attend a users conference on the National Airspace Data Interchange Network (NADIN II).

FAA Administrator David Hinson addressed the group and presented Bill Young, Office of the Program Director for Communications and Aircraft Acquisition, with a distinguished service award for 30 years of agency service. Young, who will soon be retired, recently served as the NADIN-II on-site representative at the Harris Corporation—the contractor for the network.

The high-speed, digital communications backbone network is expected



FAA Administrator David Hinson, right, presents Bill Young with a distinguished service award at the NADIN II users conference.

to be fully operational by the spring. It will provide data communications switching support for numerous FAA projects and systems, as well as some airlines. The FAA Weather Message Switching Center Replacement project will be among the network's initial users.

The network has the potential to save the FAA millions of dollars in cost avoidance over the next few years.

Door Decorating. Three Headquarters offices won DOT praise for their holiday creativity during the annual Employee Association holiday door decorating contest.

The office of the Associate Administrator for Airway Facilities came in first for their "Berry Christmas" display, while the Office of Budget's multi-modal door placed second. The Office of Public Affairs' gift-wrapped door came in third.

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.

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 x73441.

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.

People

Note of Thanks. Air Traffic Control Specialist Vanessa Scott, of the St. Petersburg, FL, Automated Flight Service Station, recently asked *Intercom* to thank all FAAers who donated leave to her during a past illness.

She is the daughter of Mike Scott, a Headquarters employee in the Office of Air Traffic Program Management.

Vanessa was diagnosed as having Papilledema, a condition where excessive spinal fluid puts pressure on the optic nerve.

Both Vanessa and her father expressed extreme gratitude for the donated leave, saying, "We thank the kind and generous people of FAA Headquarters who donated over 200 hours of annual leave. We regret not being able to personally thank those who made anonymous donations, but we respect your privacy and will use this opportunity to extend our deepest appreciation and warmest regards."

GPS *from page 1*

industry."

The Erlanger Medical Center Life Force Helicopter in Chattanooga, TN, will be the first operator to test the GPS approach.

"We're taking research and development out of the laboratory, designing a program based on real operational needs," said Acting Southern Regional Deputy Administrator Naomi Saunders at the Erlanger ceremony. "And we are doing it at minimal cost to the government since the operators are donating their helicopters, pilot time, and fuel."

Other participants of this industry-sponsored "test bed" include the Mayo Clinic, Rochester, MN, along with their contracted helicopter operator, Omniflight Helicopter, Dallas, TX; Petroleum Helicopters Inc., Lafayette, LA; and University of Wisconsin Hospital, Madison, WI, and their contracted helicopter operator Corporate Jets, Inc., West Mifflin, PA.

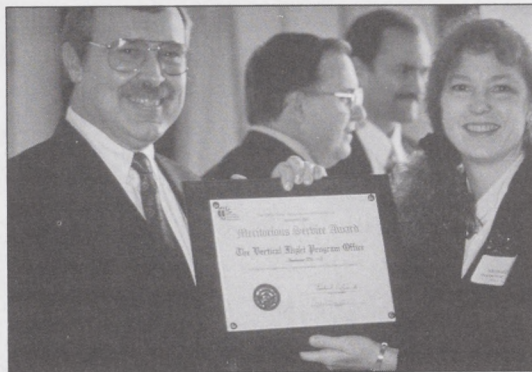
Testing—scheduled to begin this spring—is being jointly conducted by the Office of Aviation System Standards, Oklahoma City, and the Vertical Flight Program Office in Washington, DC, with the support of the Satellite Program Office.

Here is how the testing will work. Each of the four instrument flight rules (IFR) certified helicopters will be equipped with GPS receivers and data gathering equipment during the tests. All flights will be conducted under visual flight rules (VFR) high visibility conditions, with only the FAA designated safety/project pilot and data technician on board. During the test, pilots will wear vision limiting devices, simulating actual instrument flight rule conditions.

Each test crew will fly 50 steep-angle approaches to the heliport over approximately a two-week period. The

data gathered from these test flights will serve as the basis for new "helicopter unique" GPS non-precision approach criteria. It will also demonstrate and establish low altitude helicopter IFR enroute capabilities.

"It is feasible the helicopter industry could become the greatest single beneficiary of FAA non-precision



Bill Wallace, manager of the Vertical Flight Program Office, accepts meritorious service award from Helicopter Association International representative Pam Charles.

GPS initiatives," said Steve Hickok, FAA's program manager for the project. Pointing out that similar initiatives have been accomplished for fixed-wing aircraft and airports, he said that this is a "critical" step in solving several of the obstacles which have historically plagued helicopter IFR operations.

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Flightplan

Black History. To kickoff Black History Month, an FAA museum walking tour will be held on *Wednesday, February 2*, from 12 noon to 1 p.m. at the National Portrait Gallery. The featured artist is James Vanderzee.

The tour is limited to 20 participants. Interested employees may contact Andrea Toney, x77038.

The FAA's official opening ceremony for Black History Month will be held on *Tuesday, February 8*, in the FAA auditorium, from 10 to 11 a.m.

Dorothy Gilliam, *Washington Post* columnist, will be the keynote speaker.

Grants Administration. The FAA Technical Center's Office of Research and Technology Applications is sponsoring a one-day course, "Ethics in the Grants Environment," on *Tuesday, February 22*, in Washington, DC.

The course is being taught by Management Concepts, Inc., and is intended for employees who support FAA aviation research grants, particularly those who evaluate research proposals and monitor grant awards.

Topics include conflict of interest, misconduct in science, evolving grant regulations, and recent legal cases.

Employees interested in attending or obtaining further information, can contact Barbara Fuller, (609) 485-4919, or Patricia Watts, (609) 485-5043.

Executive Forum. The Ninth Annual Executive Forum will be held at the Sheraton Reston Hotel, Reston, VA, *Wednesday through Friday, February 2 through 4*.

This year's theme, "Public Service Performance—What the Nation Wants," highlights the recommendations of Vice President Gore's National Performance Review and their implementation.

The forum will feature 21 workshops on a variety of topics, such as, Putting the Customer First, Executive Decision Making, Measuring Program Performance, and the Civil

Infrastructure.

The conference is sponsored by the Federal Executive Institute Alumni Association, in cooperation with the Federal Executive Institute, Office of Personnel Management.

The cost of the forum is \$450 for association members and \$495 for non-members.

For more information, contact Executive Forum Information, (301) 888-2527.

Revitalizing *from page 1*

mission to Ensure a Strong Competitive Airline Industry and follows a year of significant Administration and DOT actions aimed at spurring the airline and airplane manufacturing sectors. They are among 49 of the 61 Airline Commission recommendations on which the Administration will act.

Peña and key members of Congress led the effort to create the Commission in response to mounting airline losses and slackening demand for airplanes. Tyson served as the White House's ex-officio representative on the panel. Peña and Tyson co-chaired the interagency aviation working group which developed the Administration initiative.

"This initiative is good for consumers, customers, and the industry and its employees," said Peña. "We will work with these groups and with the Congress to make sure the Administration's and Commission's work spurs action, not gathers dust."

The new plan is designed to support five broad goals:

- ➔ Revitalizing domestic aviation.
- ➔ Promoting international aviation and competitiveness.
- ➔ Encouraging airport investment and economic growth.
- ➔ Enhancing safety, consumer benefits, and the environment.
- ➔ Improving the integration of aviation to the national transportation system.

"What is most different about this Administration's approach is that we are deeply engaged with aviation, not only in words, but in deeds. We are reaching out to every ele-

ment of the industry—management, labor, cargo carriers and shippers, consumers, airport managers, and others," said Hinson. "We are working cooperatively with all of them in the context of a comprehensive aviation policy."

Some specific steps advocated in the initiative include:

➔ Complete—by April 1994—a plan to restructure FAA's air traffic control services as a government corporation.

➔ Accelerate use of the Global Positioning System satellite-based navigation system and complete an aeronautics research and development plan to support new technological advances.

➔ Evaluate possible modifications to the so-called High Density rule (limiting flights to Chicago O'Hare, New York's LaGuardia and JFK, and Washington National) to better use airport capacity.

➔ Provide carriers access to additional capital by raising the limits on foreign investment in U.S. airlines—but only if reciprocal opportunities are provided to U.S. carriers and investors abroad.

➔ Undertake a thorough review of all aviation regulations to lessen the burden on industry wherever possible, consistent with safety, environmental, and consumer protections.

➔ Require airlines seeking DOT approval for international route and other major changes to outline plans to protect any displaced workers.

➔ Enact Airport Improvement Program reauthorizing legislation as quickly as possible.



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

Headquarters Intercom



Joe Del Balzo

Del Balzo Retires

*Long-Time Aviation Leader
Leaves Agency*

Saying that he had "mixed emotions" about his decision,

Joe Del Balzo announced his retirement after serving the FAA for 35 years in various capacities.

Currently the executive director for Strategic Initiatives, Del Balzo said he looks forward to tackling "another major challenge," upon his February 28 departure.

Del Balzo, who began his agency career in 1958 as an electrical engineer, said he views the FAA as "family."

"Every job I've ever had and everyone I've ever worked with have been the best," said Del Balzo. "I wouldn't trade my experience at the FAA for anything. I never had a bad time in the agency."

Del Balzo led the agency as acting FAA administrator from January to August 1993. Later that year, he served as acting deputy administrator from August to November.

DOT Secretary Federico Peña praised Del Balzo for his leadership while serving as acting FAA administrator. "We could not have maneuvered our way through difficult times without the strong

turn to Del Balzo on page 2

Highlights

Fond Farewells. Associate Administrator for Airway Facilities Arnold Aquilano and Deputy Associate Administrator for Aviation Standards Brooks Goldman have announced their retirements.

Aquilano began his FAA career in 1956 as an electronics maintenance technician at the Kennedy Airway Facilities Sector Office. He was named Eastern Region's Airway Facilities Division manager in 1987, after holding several sector manager positions in facilities throughout the region. From there, Aquilano went on to serve as the deputy director for Eastern Region before accepting the Systems Maintenance Service director position in Headquarters in 1988. He served as associate administrator for NAS Development in 1989 prior to accepting his current position.

Aquilano officially leaves the agency on February 3.

Prior to his current position, Goldman served many years as associate administrator for Administration. He started his FAA career in 1958.

Goldman was the director of the Office of Management Systems from 1976 to 1985. In addition to various Headquarters organizations, Goldman headed the Engineering Management Staff at the FAA Technical Center in Atlantic City, NJ, from January 1974 to November 1975.

New Appointment. Sandra Allen, a communications executive who has headed up corporate communications for three airlines, has been named assistant administrator for Public Affairs.

turn to Highlights on page 2

Team Empowerment

Using Work Groups to Offset Agency Restructuring

About 25 Headquarters office directors recently attended a forum on "work teams," where efforts focused on how the FAA can use empowered work teams to offset the effects of organizational downsizing and restructuring.

Hosted by the Office of Human Resource Development's "Self-Managed Team Work Group," the forum examined groups functioning as "self-managed" or "self-directed" teams, where members take responsibility

and accountability for day-to-day work activities.

"These types of teams differ from task forces, problem-solving groups, and quality action teams, because they have a more permanent place in the organization," said the FAA's Michaline Dobrzeniecki, who pulled together the one-day forum. "They can make important decisions that affect agency work processes and are not limited to simply making recom-

turn to Team on page 3

Highlights *from page 1*

In her new position, Allen reports directly to the administrator. She is responsible for numerous public affairs functions, including news media operations, employee communications, consumer and safety hotlines, exhibit and video production, and the agency's historical archives.

From 1986 through 1991, Allen directed corporate communications at Midway Airlines. She was also director of corporate communications for Frontier Airlines in 1985 and 1986 and director of public affairs for Aloha Airlines in 1984 and 1985.

Before holding these communications positions, Allen worked for American Airlines from 1971 to 1981, rising to manager of inflight service. She was director of inflight service for Aircal, a carrier based in Newport Beach, CA, from 1981 to 1984.

Most recently, Allen was director

Del Balzo *from page 1*

leadership of Joe Del Balzo," said Peña.

Prior to being named acting administrator, Del Balzo served as the agency's executive director for System Operations from September 1991, where he oversaw the FAA's air traffic control and airway facilities operations, as well as safety regulations for all aircraft, airlines, and airmen in the U.S. system. Before that, he served as the executive director for System Development, where his responsibilities included overseeing ongoing agency research and development efforts to increase aviation security, airport safety, and capacity.

Del Balzo served as the director of the FAA Technical Center in Atlantic City, NJ, from 1979 through 1981. He then served as Eastern Regional Administrator until July 1988.

of public relations for Budget Rent A Car Corporation, Chicago, from June 1992 through this January. She was also vice president of Ogilvy Adams & Rinehard Public Relations, Chicago, in 1992.

Allen received a master's in business administration in 1983 from Pepperdine University, Los Angeles; a master's in 1981 from the University of Texas, Dallas; and a bachelor's degree in 1971 from Idaho State University, Pocatello.

Air Traffic Assistants. The National Association of Government Employees (NAGE) and the FAA have agreed to conduct a 60-day study on agency requirements for air traffic assistant positions.

NAGE is the union that represents about 700 air traffic assistants across the country.

The study will look to determine how many of these positions are required and at which facilities. Three union and three management representatives will visit the New York Terminal Radar Approach Control facility, and up to six air route traffic control centers and eight towers to evaluate how air traffic assistants fit into daily operations.

A survey will be sent to all air traffic assistants, first-line supervisors, and 20 center managers to determine the effects of reducing or eliminating the positions.

The study is expected to be completed by mid-March.

Color-Coded Fuel. New federal regulations requiring the dyeing of certain diesel and kerosene fuels are posing a "potential hazard to aviation safety," according to the FAA.

New Environmental Protection Agency (EPA) and Internal Revenue Service regulations require that high-sulfur diesel products and fuels that are not subject to federal highway taxes be dyed. These rules do not specify the final color of the fuel, but require the addition of blue or red dye. When combined with the natural color inherent in diesel and kerosene fuel, a range of

shades similar to any of the colors used in aviation fuels is produced.

Fuels subject to these regulations include home heating oils and fuel for off-road (industry) use, both of which can be found in use at airports. Therefore, pilots, air carriers, fuel vendors, and others are cautioned continually to check to ensure that aircraft receive the appropriate fuel when serviced.

Aviation officials are concerned about improper fueling. Also of concern is the potentially explosive mixing of aviation fuel with home heating oils.

The situation "may be most critical" in areas where fuels are dispensed into nonstandard or unmarked containers, or where different fuels are stored close to each other in similar containers, according to Acting Associate Administrator for Aviation Safety Charles Huettner.

The conflict in color standardization was discovered several weeks ago. FAA and EPA officials are working together to resolve the issue.

Fund Raisers. Flight Standards FAAers made the holidays just a little bit brighter for less fortunate individuals in the Washington, DC, area this year.

Instead of sending holiday cards to each other, the group collected donations totaling almost \$1,500 for distribution to the Children's Hospital and the Salvation Army.

More than 30 Headquarters employees participated in the fund raiser.

Earthwinds Grounded. Earthwinds Hilton, the most expensive balloon in history, failed its fourth attempt to circle the globe nonstop.

A near perfect launch and ascent of the \$7 million balloon were cut short by a broken shaft in the air valve of the craft's lower balloon. During its nearly seven hours of flight—which originated in Reno, NV—the balloon rose to 35,000 feet and traveled 202 miles before landing safely in Tranquillity, CA. The three crewmen were uninjured, and the craft sustained only minor damage.

The Earthwinds project leader is Don Engen—FAA's ninth administrator—who said that although the balloon was basically undamaged, it could not be used for another attempt this season. He also said the future of the project is uncertain at this point.

The aircraft is 300 feet high and consists of a teardrop-shaped, helium-filled gas bag with a round, air-filled anchor balloon suspended underneath. The crew capsule is in between the two.

This was the fourth failure in two years to circumnavigate the world, the last major landmark in lighter-than-air aviation.

Social Security Taxes. The maximum amount of earnings on which Social Security taxes are paid increased this year.

Effective the last full pay period in December, which was paid on January 4, the base annual amount for the Federal Insurance Contribution Act (FICA) increased to \$60,600. All wages are now subject to Medicare tax rates.

The FICA and Medicare tax rates did not increase, and remain at 6.2 percent and 1.45 percent, respectively, for employer and employee contributions in 1994.

For more information, contact Wanda Heath, AAA-110, x79011.

Withholding Rates. The optional flat federal withholding rate for supplemental payments, such as lump sum payments and awards, increased to 28 percent from 20 percent. The new rate was effective the last full pay period in December, which was paid on January 4. The optional flat state withholding rate remains at two percent.

For more information, contact Wanda Heath, AAA-110, x79011.

No Intercom. Headquarters *Intercom* will not be published next week. This next issue will be dated February 15.

Items for that issue should be submitted to Briar Hagggett, room 909B, x73441, no later than 12 noon on Tuesday, February 1.

Disaster Relief

Western-Pacific Establishes Fund for Earthquake Victims

A disaster relief fund has been established by Western-Pacific Region to assist area FAAers who were affected by the January 17 Los Angeles earthquake. It will be distributed to fellow workers who are without housing, food, and other basic necessities.

Contributions can be made by sending a check or money order to the FAA Western Federal Credit Union, 5400 Beethoven Street, Los Angeles, CA, 90066-7070. Checks should be made payable to the "Western-Pacific Disaster Fund," account number 59519.

Team Empowerment *from page 1*

mentations to management."

Guest speaker Charlotte Travieso, U.S. Department of Agriculture, described successful "teaming" efforts in her agency and showed how group productivity "can often exceed the additive effect of individual productivity."

Another speaker, Dr. Henry Sims, co-author of *Business Without Bosses*, discussed self-managed teams and the shift in focus from individual to group methods of work performance. In a team environment, he said, "bosses need to function as coaches and facilitators so they can help team members analyze problems and develop effective solutions."

Christopher Early, from the FAA's Position and Pay Policy Division, talked about the team coordinator job classification series and explained how work teams could apply this series to those who serve as team leaders. He pointed out that "using teams will require creativity in how we define our roles and identify job requirements."

The forum showed that teamwork is an ongoing learning process for both managers and employees. Forum speakers stressed that team implementation and development require discipline and commitment in both the private and public sectors.

Participants learned that when properly implemented, teams offer

substantial gains in productivity, efficiency, and job satisfaction. They also learned that teams are not the solution to all problems.

Members of the agency's "Self-Managed Team Work Group" include Kristine Daniel, Michaline Dobrzeniecki, Rhea Donfor, Douglas Taylor, and Barry Williams.

The Office of Human Resource Development continues to offer team implementation and development services to FAA customers. For more information call Allyn Hertzbach, 366-6671, or Barry Williams, 366-6672.

Headquarters Intercom

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Flightplan

Aviation Forecast. The FAA is hosting its 19th Annual Commercial Aviation Forecast Conference at the Mayflower Hotel, Washington, DC, on *Friday, March 4*.

This year's theme is "Competing in a Global Environment."

The event features addresses by DOT Secretary Federico Peña and FAA Administrator David Hinson. The keynote speaker is Seth Schofield, chairman, president, and CEO of USAir who will deliver remarks at the conference's luncheon.

During the event, the FAA will also release its latest 10-year aviation forecast, which includes historical data and predictions for future domestic and international air traffic demand and aircraft activity for commercial air carriers, regional and commuter airlines, general aviation, and helicopters.

The forecast also predicts the workload in FAA air traffic control towers, centers, and flight service stations.

The conference is open to all interested parties. Registration begins at 7:30 a.m. at the hotel.

For more information, contact Helen Kish, (301) 949-7477.

Blacks in Aviation. The National Air and Space Museum is holding a program entitled "50 Years of Blacks in Aviation," on *Tuesday, February 15*, at 7:30 p.m. in the Langley Theater.

The program will trace the African American experience in aviation from pre-World War II years to the present. Alan Gropman, James Hurd, and shuttle astronaut Fred Gregory are among the historians and pilots scheduled to share their perspectives on the contributions of African Americans to aviation and space flight over the last half century.

Free Tours. To mark Black History Month, the Air and Space Museum is offering free, 30-minute tours highlighting African American accomplishments in aviation *every Friday and Saturday during the month*

Black History Month

FAA Schedules Events throughout February

Events are scheduled throughout the next few weeks to mark the 69th National Celebration of Afro-American History. This year's theme is "Empowering Afro-American Organizations: Present and Future."

Here's a list of activities open to all FAAers.

→ **Wednesday, February 2.** FAA museum walking tour at the National Portrait Gallery from 12 noon to 1 p.m. The featured artist is James VanDerZee.

The tour is limited to 20 people. Interested employees should contact Andrea Toney, x77038.

→ **Tuesday, February 8.** Opening ceremony for Black History Month, featuring guest speaker Dorothy Gilliam, *Washington Post* columnist, from 10 to 11 a.m., in the FAA auditorium.

→ **Tuesday, February 15.** Leslie Shields, co-author of *Work Sister, Work*, will speak in the FAA auditorium from 10 to 11:30 a.m.

→ **Wednesday, February 16.**

of February at 1:30 p.m.

Special points of interest include the Tuskegee Airmen display, the Eugene Bullard bust, the "Black Wings" exhibit, and astronaut Guion Bluford's shuttle outfit.

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 exhibit includes about 60 works and runs through next April.

FAA museum walking tour at the Hirshhorn Museum and Sculpture Garden from 12 noon to 1 p.m.

The tour is limited to 20 people.

Interested employees should contact Andrea Toney, x77038.

→ **Thursday, February 24.** Annual scholarship breakfast, hosted by the National Black Coalition of Federal Aviation Employees, at the Shiloh Baptist Church, 1500 9th Street, NW, from 9 a.m. to 12 noon.

Keynote speaker is Circuit Court Judge Walter Williams, Chattanooga, TN.

Tickets are \$16 and can be purchased by contacting Vanessa Dixon, x77858, Ron Jennings, x77911, or Tina Stephens, x73253.

An interpreter for people with hearing impairments will be provided at all events.

A Black History Month exhibit will be on display in the lobby throughout the month. Also in the lobby will be a "literacy corner," featuring works by noted authors and poets.



Healthbeat

Blood Screenings. The blood screenings originally scheduled for *January 20*, have been moved to *Thursday, February 3*, from 8:30 to 11:40 a.m., in room 327.

Employees may keep their previously scheduled appointment time.

Additional appointments are available and can be scheduled by contacting Nancy O'Kane, x73406.





U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

State-of-the-Art Communicating VSCS Delivered to Seattle

The new, high-tech voice switching and control system—VSCS for short—was recently delivered to the FAA's air route traffic control center in Seattle, WA. The system will replace the 1950's technology which consists of electro-mechanical and vacuum tube voice switches.

VSCS will provide complete and flexible digital air-to-ground and ground-to-ground voice communication links between controllers and enroute aircraft.



Seattle Center recently took delivery of the voice switching and control system—VSCS for short. Holding the "key" to the system are, from left, Dave Halley, vice president and general manager of Harris Corporation's air traffic control system division; Peter Challan, FAA's VSCS program manager; U.S. Representative from Florida Jim Bacchus; and Hank Gibbons, Harris' VSCS program vice president.

turn to VSCS on page 3

Highlights

An Altered Approach. FAA Administrator David Hinson recently spoke to the Aero Club of Washington, DC, on the reinvention of the agency's air traffic control services as a government corporation.

After an objective look at all the options, he was convinced that an "air traffic control corporation is the best approach to achieve the safety, productivity, and efficiency benefits that we all seek," Hinson told the group.

Hinson noted how the move to corporatize air traffic services "will redefine the fundamental structure of the FAA and the relationship between the government and the private sector."

He spoke to the group about three particular areas for reform—procurement, financial management, and personnel administration—saying that "we must begin to create new forms of organization designed specifically to deliver essential services more productively and efficiently."

Hinson also pointed out that the task of managing air traffic carries with it an inherent responsibility for maintaining aviation safety, and said that the "formation of the corporation must in no way weaken this linkage."

The forthcoming proposal, according to Hinson, will create a system that is "more efficient, productive, responsive, and in sync with changing times and conditions."

Birmingham, Please. A flight attendant with Delta Airlines recently helped DOT Secretary Federico Peña get to Birmingham, AL, when her air-
turn to Highlights on page 2

'Tying America Together'

Peña Unveils DOT's Strategic Plan

DOT Secretary Federico Peña recently unveiled the department's strategic plan—a plan that reinforces the department's commitment to making the transportation infrastructure work better for the country. "We need to use this plan, and think of it as a map for today and a blueprint for the future," said Peña.



DOT Secretary Federico Peña

According to Peña, "we need to apply America's tremendous reserves of energy and ingenuity to ensure that our transportation system continues to serve our country's goals and enhance the quality of life for our people in the years to come."

The department is faced with the challenge of maintaining a safe and efficient transportation system in an era of severely limited resources.

To address this challenge, Peña said that the DOT must work to "Tie America Together" with a safe, technologically advanced, and efficient transportation system. That system must promote economic growth and international competitiveness now and in the future, as well as contribute to a healthy and secure environment for us and our children.

The department is working to:
→ "Tie America Together" through an effective intermodal transportation system.

→ Invest strategically in transportation infrastructure, which will
turn to Plan on page 3

Highlights from page 1

line couldn't.

On his way to the Martin Luther King, Jr., birthday celebration, Peña was told that his connecting flight to Birmingham was canceled.

So he called the FAA and asked if the airport in Birmingham was indeed closed—the answer was no. Upon further explanation, Peña discovered that the airline had canceled the flight in anticipation of icing in Birmingham.

Peña then hopped on a flight to Atlanta, during which a flight attendant overheard him discussing his predicament. It just so happened that she parked her car in Atlanta—and would be driving home to Birmingham after the flight landed—and offered Peña and his aide a ride. After the introductions, the attendant was rather surprised to find out to whom she had made the offer.

Peña himself drove the three to Birmingham, but shortly after their arrival, the earthquake hit Los Angeles, CA, and the Secretary boarded the FAA's Gulfstream 4 to go inspect the damages.

No Smoking. United Airlines will soon begin testing a smoking ban on some of its international flights from New York's Kennedy Airport to London's Heathrow and from Los Angeles to Auckland, New Zealand, and Melbourne, Australia. If most flyers like it, the smoking ban may expand to other flights.

Northwest has gone smoke-free in all international first-class cabins. Any passengers who want to smoke will have to travel in business-class and coach.

An effort is being made to make all international flights smoke-free by 1996. Smoking has been banned on domestic flights since 1990.

Travel Manager. The Office of Accounting will soon begin a two-phased implementation of a centralized version of Travel Manager Plus software.

The software is currently used throughout Headquarters to prepare travel authorizations, advance requests,

and travel vouchers.

The first phase of implementation will ensure that each office has the ability to prepare travel authorizations, advance requests, and travel vouchers using the software.

The second phase will provide electronic routing and an automated interface to the DOT's Accounting and Financial Information System.

Centralization of the software will facilitate the preparation and accounting office review of travel documents and result in quicker processing of claims.

For more information, contact Deborah Daniels, AAA-400, (202) 267-9008.

Special Service. Ingrid DeGreyt, a foreign service national working out of the FAA's Europe, Africa, and Middle East Office in Brussels, Belgium, was recently presented with a Special Service Act Award from FAA Administrator David Hinson.



FAA Administrator David Hinson presents Ingrid DeGreyt with a Special Service Act Award.

At an all-hands meeting, DeGreyt was recognized for being "instrumental in preparing the FAA office for a visit by DOT Secretary Federico Peña."

Jane Mayne, manager of the Executive Staff in Brussels, praised DeGreyt's "outstanding organizational skills, knowledge of Embassy procedures, and relationship with Embassy personnel." Coupled with her dedication to the task at hand, these skills led to numerous jobs being completed very quickly.

Competency Model. The Office of Human Resource Development is examining a new model of successful performance for the FAA.

Two thousand supervisors and managers throughout the agency will soon be asked to complete a "Job Requirements Questionnaire."

The results will be used to shape an FAA competency model by identifying the non-technical knowledges, skills, and abilities that will be required to be effective in the FAA of the future.

The model will be used in selecting, training, and developing the future work force.

For more information, contact Susan Boorse, AHD-400, (202) 366-6628.

Holiday Helpers. FAAers from the offices of the Associate Administrator for Contracting and Quality Assurance and the Program Director for Surveillance recently joined forces to brighten the holiday season for less fortunate children in the Washington, DC, area.

The group sponsored 40 children from a local elementary school and provided them with a holiday party. The children received signed certificates from Santa for their outstanding efforts at school, stockings filled with toys and games, and an article of winter clothing as a gift from Santa.

The children also watched *Aladdin*, while they enjoyed face painting, ornament making, and tree decorating.

Transit Benefits. Transit benefits for the month of February will be distributed in the FAA Headquarters building, room 531A, Monday through Friday, February 14 through 18, from 9 a.m. until 12 noon, and from 1 until 3 p.m.

For those employees who may miss this opportunity, transit benefits will also be available in the Transport building, room B205, Tuesday through Friday, February 22 through 25, from 9 a.m. until 12 noon.

For more information, contact Oswald Barham, x78994.

VSCS *from page 1*

"Clear, fast, reliable, and precise communications between controllers and pilots are essential to maintaining the world's safest and busiest air traffic control system," said FAA Administrator David Hinson, "and this new voice communications technology will help move the FAA into the 21st century."

VSCS incorporates redundant processors and switching to ensure the highest reliability. The fiber optic voice routing and digital switching techniques enable air traffic controllers to connect calls in fractions of a second with virtually no voice delay. VSCS can accommodate an expected peak traffic load of at least 1,400 calls a minute and has the capability of processing 2,800 calls a minute. The system's flexibil-



The new voice switching and control system at Seattle Center will bring about quicker, more reliable communication between air traffic controllers and air-borne flight crews.

ity allows it to be configured to meet the specific needs of each air traffic control facility.

VSCS display monitors, which use color-coded icons activated by touch, will be installed in older, existing air traffic control consoles. Later, VSCS monitors will be integrated into new controller workstations when the Ad-

vanced Automation System becomes operational.

In addition to the Seattle center, VSCS will be installed in 21 other air route traffic control centers, New York and Los Angeles airport terminal radar approach control facilities, and the FAA Academy in Oklahoma City, where controllers receive initial training.

After testing and evaluation, the system in Seattle is expected to be operational in about a year.

Plan *from page 1*

increase productivity, stimulate the economy, and create jobs.

➔ Create a new alliance between the nation's transportation and technology industries, to make them both more efficient and internationally competitive.

➔ Promote safe and secure transportation.

➔ Actively enhance the environment through wise transportation decisions.

➔ Put people first in our transportation system by making it relevant and accessible to users.

➔ Transform DOT by empowering employees in a new team effort to achieve our goals.

Copies of the strategic plan will be distributed to all DOT employees.



Richard White, FEMA

Repairs Underway

Slowed, but not stopped, by highway and other damages, FAAers in the Western-Pacific Region are hard at work cleaning up after the earthquake that recently hit the Los Angeles, CA, area. Several employees who lost their homes were forced to abandon their belongings in the rubble. Others noticed new cracks and breaks in the walls. Although most FAA facilities remained operational after the quake, Airway Facilities made a preliminary estimate of \$100,000 to repair structural damage and replace windows at the air traffic control tower at Van Nuys Airport. No earthquake-related delays were reported at Los Angeles International Airport, although ground transportation movements to the north of the airport remain difficult due to highway damage. Contributions to the Region's disaster relief fund can be made by sending a check or money order to the FAA Western Federal Credit Union, 5400 Beethoven Street, Los Angeles, CA, 90066-7070. Checks should be made payable to the "Western-Pacific Disaster Fund," account number 59519.

Headquarters Intercom

February 15, 1994
No. 94-5

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Editor

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Editorial Assistant

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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 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., conference room 408. Next meeting: *March 8*. Contact Al Kaulia, x78317.

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 8ABC. Next meeting: *March 1*. Contact Marcia Adams, x73488.

FWPC. The Federal Women's Program Committee meets the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Next meeting: *March 2*. Contact Marcia Adams, x73488.

Headquarters EPG. The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m. Next meeting: *March 10*. Contact Ralph Randall, x78903, or Bruce Henry, x79216, for meeting location.

Hispanic Coalition. The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon. Next meeting: *March 2*, room 5A. Contact Francisco Estrada C., 287-8558, or Rose Millar, x79005.

International Training. The Federal Aviation Club, International Training in Communication, meets *every Wednesday* from 12 noon to 1 p.m.

The group provides instruction on how to communicate effectively, stimulate the exchange of ideas, express individual thoughts, and receive training to increase individual effectiveness. All efforts will be constructively evaluated by the group.

Contact Maria Lancaster, x73746, or Sylvine Blackwell, (202) 529-2573, for meeting location.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, from 12 noon to 1 p.m., in the MOC room. Next meeting: *March 10*. Contact Henry Butler, x79388.

Quality Meetings. The FAA Headquarters Quality Network meets the *first Tuesday* of each month from 2 to 3:30 p.m., conference room 8ABC. Next meeting: *March 1*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m. Next meetings: *March 1* and *March 15*, conference room 5BC and 5B, respectively. Contact Valerie Kulhanek, x73318, or Steve Black, x79094.

Volunteer Committee. The FAA Volunteer Committee meets the *second Tuesday* of each month from 12 noon to 1 p.m., conference room 9A. Contact Margaret Powell, x67037.

Healthbeat

Glaucoma Screening. Free glaucoma screenings will be provided on *Tuesday, February 22*, from 10 a.m. to 3 p.m., in the clinic, room 327.

The screening is sponsored by the Office of Aviation Medicine, Health Awareness Division, and will be provided by the Lions of District 22-C Eye Bank and Research Foundation, Inc.

All employees are welcome, and no appointment is necessary.

For more information, contact Nancy O' Kane, x73406.

Blood Mobile. The Blood Mobile will be in conference rooms 5ABC on *Wednesday, February 23*, from 9:30 a.m. to 1:30 p.m.

Eligible donors can schedule an appointment with their organization's coordinator, or sign up in the clinic lobby, room 327.

For more information, contact Ann Bowers, x73767.



A Successful Celebration

Black History Month Activities End February 24

Events marking the 69th National Celebration of Afro-American History are coming to a close at the FAA. This year's theme is "Empowering Afro-American Organizations: Present and Future."

Here's a list of the remaining activities open to all FAAers.

➔ **Wednesday, February 16.** FAA museum walking tour at the Hirshhorn Museum and Sculpture Garden from 12 noon to 1 p.m. The featured artist is Glenn Ligon.

The tour is limited to 20 people. Interested employees should contact Andrea Toney, x77038.

➔ **Thursday, February 24.** Annual scholarship breakfast, hosted

by the National Black Coalition of Federal Aviation Employees, at the Shiloh Baptist Church, 1500 9th Street, NW, from 9 a.m. to 12 noon.

Keynote speaker is Circuit Court Judge Walter Williams, of Chattanooga, TN.

Tickets are \$16 and can be purchased by contacting Vanessa Dixon, x77858.

A sign language interpreter will be provided at all events.

A Black History Month exhibit is on display in the lobby throughout the month. Also in the lobby, is a "literacy corner," featuring works by noted authors and poets.



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

Headquarters Intercom

Soaring Success

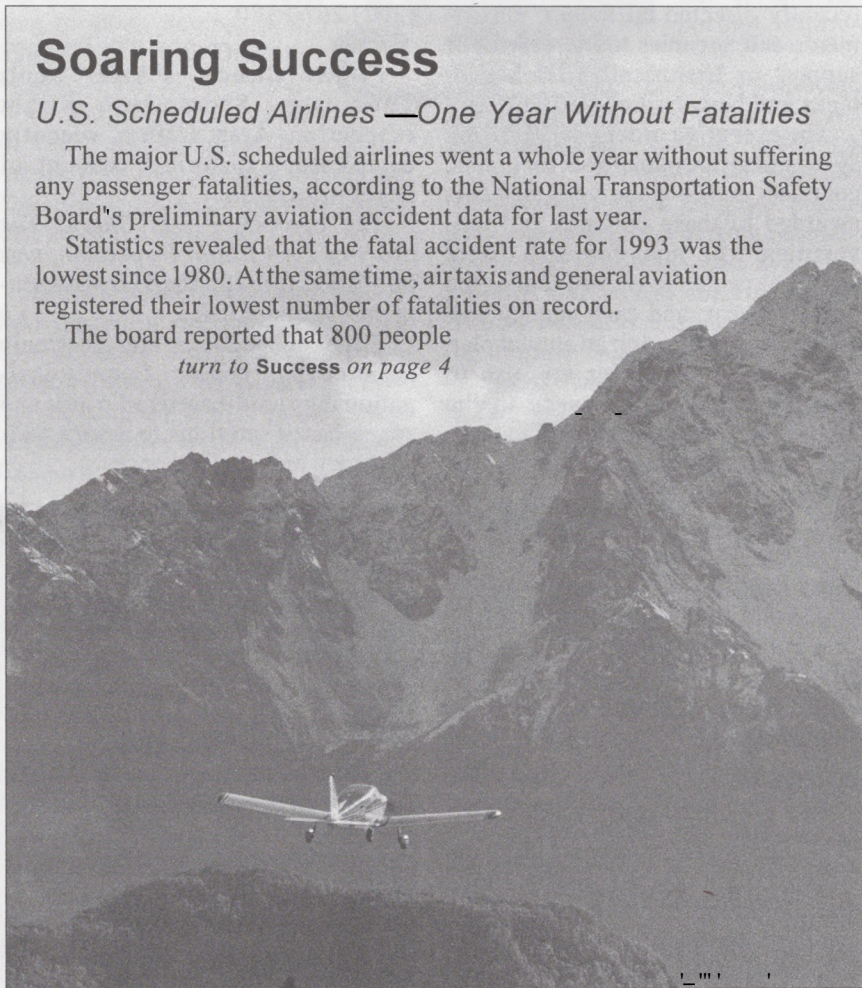
U.S. Scheduled Airlines —One Year Without Fatalities

The major U.S. scheduled airlines went a whole year without suffering any passenger fatalities, according to the National Transportation Safety Board's preliminary aviation accident data for last year.

Statistics revealed that the fatal accident rate for 1993 was the lowest since 1980. At the same time, air taxis and general aviation registered their lowest number of fatalities on record.

The board reported that 800 people

turn to Success on page 4



Highlights

Employee Ratings. The FAA has been reviewing how it does performance management. Several events have accelerated and intensified this process, such as the reinventing initiatives of human resource management programs and the Federal Labor Relations Authority's recent denial of an arbitration appeal concerning performance management and the National Air Traffic Controllers Association (NATCA).

In view of the continuing review of this issue, supervisors are asked not to begin Performance Management System (PMS) ratings at this time.

In Headquarters, questions should be directed to the Employee Relations Team, AHR-140, (202) 267-8916.

Funding Airports. Proposed legislation that would authorize the FAA to fund billions of dollars in airport improvements over the next four years was recently sent to Congress by DOT Secretary Federico Peña. It would also extend financing for air traffic control facilities and equipment; support research, engineering, and development; and help revitalize the aviation industry.

The Aviation Investment Act of 1994 would authorize the FAA to fund an estimated \$7 billion in airport grants through the 1997 fiscal year and, for the first time, establish alternative financial assistance beginning in 1996. The federal grant program, known as the Airport Improvement Program (AIP), lapsed last

turn to Highlights on page 2

Reducing Risks

DOT Announces Final Alcohol and Drug Testing Rules

The final rules requiring alcohol testing programs and extension of drug testing programs for more than 7.4 million transportation industry employees performing safety-sensitive functions were recently announced by DOT Secretary Federico Peña.

In the aviation industry, this includes some 340,000 employees in flight crew, attendant, instructor, air traffic control, aircraft dispatcher, maintenance, aviation screening, and ground security coordinator positions.

Mandated by Congress, the new

turn to Final Rules on page 7

Highlights from page 1

September. Congress has set a \$1.69 billion level for the program this fiscal year, but because reauthorization legislation has not been passed, the FAA cannot provide new grants for airport planning and construction projects.

The proposed legislation authorizes \$5 billion for the agency's capital investments in the 1996 and 1997 fiscal years and \$879 million for research, engineering, and development in fiscal years 1995 through 1997. Those funds, Peña said, would be used for projects such as accelerating satellite navigation use—through the Global Positioning System—by aviation and pushing forward with state-of-the-art explosives detection systems to enhance airport security.



DOT Secretary
Federico Peña

EEO Awards. The Seventeenth Annual Administrator's Awards for Excellence in Equal Employment Opportunity will be held on Monday, March 14, at 11 a.m. in the Headquarters auditorium.

All FAAers are invited to attend.

Inspecting DOT. The latest semi-annual report of the DOT's Office of Inspector General (OIG) shows recommended savings of \$512 million, management commitments to save \$125.8 million, and fines, restitutions, recoveries, and cost avoidances totaling \$8.2 million.

The six-month report for the period ending September 30, 1993, shows that the recommended savings includes \$324.4 million in funds to be put to better use, \$42.3 million of unsupported costs, and questioned costs of \$145.5 million.

Investigations completed by the OIG resulted in 85 indictments, 54 convictions, and \$8.2 million in fines, court-ordered restitutions, administrative re-

coveries, and cost avoidances.

The office has continued to review numerous allegations of suspected unapproved parts in the aviation industry. Resources were concentrated on identifying and taking appropriate actions against parts distributors engaged in this criminal activity.

HBCU Support. President Clinton recently directed all federal departments and agencies to increase their support of Historically Black Colleges and Universities (HBCUs).

The executive order instructs each agency to set an annual goal for grants, contracts, and cooperative agreements awarded to these colleges and universities. The goal for each fiscal year is expected to exceed that of the previous year, and each agency will be required to develop an annual plan for doing so. Agencies are also to provide technical assistance to the institutions in preparing applications and proposals for grants and contracts.

In response, the FAA's Office of Civil Rights will soon issue a brochure to inform HBCUs of the programs and opportunities offered by the agency. The publication will also be a source for FAA officials seeking information on the capabilities of the colleges and universities and ways to involve them in agency-sponsored programs.

The FAA has participated in the HBCU program for the past 10 years.

The Office of Civil Rights urges that all managers and key staff examine their programs and services to find the areas in which the FAA can best implement the new order.

To obtain a copy of the executive order, or for additional information, contact George Thomas, HBCU program manager, ACR-5, (202) 267-3267.

Right Address. Government checks for employee travel and other reimbursements should be sent to the employee's home address—not the office—advises the Office of Accounting.

Employees should print their correct home address on travel vouchers, as the checks are mailed to the address listed on the form.

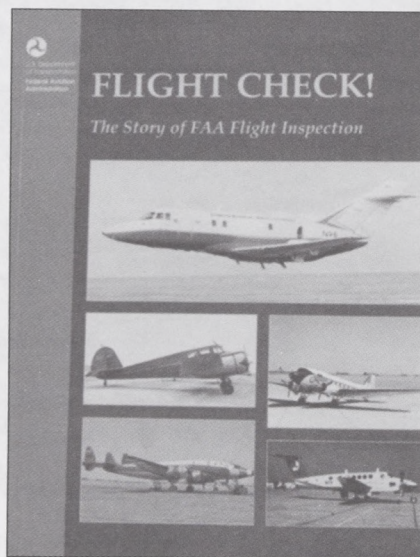
For added safety and convenience, travel reimbursement checks may be directly deposited into employees' bank or credit union accounts.

For more information, contact the Travel and Transportation Section, (202) 267-8980.

Flight Check. FAAer Scott Thompson, Sacramento Flight Inspection Area Office, recently completed a historical account of flight inspection.

The booklet, *Flight Check! The Story of FAA Flight Inspection*, was published through the U.S. Government Printing Office.

Flight inspections are electronic airborne flight checks of airway navigational ground-based radio aids and space-based satellites to assure their accuracy and performance.



Thompson's story begins during the early days of aviation, when visual checks were made by aircraft crews using antiquated equipment, and ends with a tale of the sophisticated aircraft and advanced technology of the present day.

Aviation System Standards Director Bill Williams said, "Thompson has written an excellent book about

the history of flight inspection. It provides the reader with the knowledge that a service is being provided by the FAA to ensure that the National Airspace System is the safest and most reliable system in the world."

Copies of the book may be purchased at any Government Printing Office bookstore by referring to stock number S/N 050-007-01010-0. The cost is \$11.

Orders may also be sent to the Superintendent of Documents, P.O. Box 371954, Pittsburgh, PA, 15250-7954. Credit card orders can be called in to (202) 783-3238.

TRACON Decommissioned. The FAA recently decommissioned the Los Angeles Terminal Radar Approach Control (TRACON) facility, transferring air traffic management responsibilities to the new Southern California TRACON in San Diego, CA.

The Los Angeles facility is the first of five to be consolidated under the FAA's plan to modernize Southern California airspace management.

"The consolidation is designed to increase efficiency, reduce cost, and enhance safety for all aviation users in Southern California airspace," said Western-Pacific Regional Administrator Carl Schellenberg.

Operating from 95 controller positions, the Southern California TRACON will provide radar air traffic control services to all aircraft operating in controlled airspace from the San Fernando Valley north of Los Angeles, to the Mexican border.

800 'Info Line.' To ensure adequate customer support, the Financial Programs Staff, AAA-60, has established an "Info Line," which will be in operation 24 hours a day.

The new line will allow FAAers to obtain time-sensitive and critical program guidance when staff members are not available. Effective on March 1, it can be accessed locally by dialing (202) 267-8644. A toll-free num-

ber, 1-800-333-4260, is also available.

The effort is in support of the Federal Managers Financial Integrity Act Program, which requires that "all federal managers protect the resources entrusted to them through effective management controls, and carry out certain reporting requirements."

The telephone line contains a recorded message which includes information on basic program objectives, guidance on reporting requirements and deadlines, and available training. Callers can interrupt the recording to access staff members during regular business hours and, if necessary, can leave a message.

For more information, contact Mickey Hostetler, (202) 267-3089.

Watching Wildlife. FAAer Eugene LeBoeuf was recently recognized by the Department of Agriculture for his efforts in promoting effective wildlife damage management to protect people and property at airports.

Through his efforts, employees of the Animal Damage Control Program at the Department of Agriculture assist airport operators who are experiencing wildlife problems.

LeBoeuf has been the FAA's wildlife biologist, in the Office of Airport Safety and Standards, since 1989.

Alternate Training. The first pilots to be trained under the FAA's voluntary advanced qualification program recently graduated from Boeing 737-300 training at the United Airlines Training Center in Denver, CO.

The program was established in 1990 to permit large air carrier operators and commuter airlines to develop alternate training programs that incorporate the most recent training methods and techniques to foster better flight crew performance and coordination. It represents a joint initiative by industry and the FAA to in-

crease the relevance of airline pilot training and certification of activities associated with modern flight operations.

The first course—the product of several years of instructional systems design and analysis—featured the integration of technical flight skills and crew resource management in both training and evaluation. Pilot proficiency is signed-off on a progressive basis at selected points throughout the curriculum, rather than just in the final checkride.

Although United is the first to implement an advanced qualification program, most other major U.S. airlines are in the process of developing similar programs. In addition, Boeing and Airbus are developing manufacturer advanced qualification programs for their customers.

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.

No Intercom. The Headquarters *Intercom* was not published on February 22, 1994.



Headquarters Intercom

March 1, 1994
No. 94-6

Diane Spitaliere
Editor

Briar S. Haggett
Editorial Assistant

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Success *from page 1*

lost their lives in 2,158 civil aviation accidents, either in the U.S. or involving U.S.-registered aircraft in 1993, down from 998 fatalities in 2,221 accidents in 1992. The major scheduled airlines experienced only one fatal accident involving a ground crewmember who was struck by a propeller.

The fatal accident rate of 0.013 fatal accidents per 100,000 departures was the lowest since 1980, when there were no fatal accidents among scheduled airlines.

Paradoxically, the airlines experienced more accidents in 1993 (23) than the previous year (16), resulting in a higher total accident rate, 0.297 vs. 0.207.

For reporting purposes, Safety Board regulations define an accident as an occurrence that results in substantial

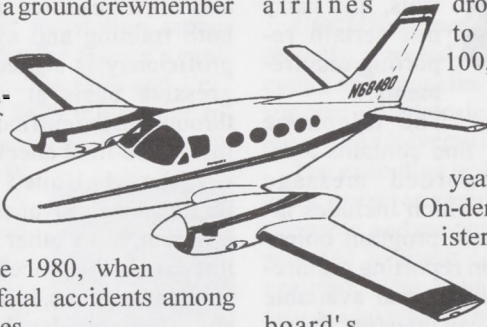
damage to an aircraft or serious injury to an occupant.

Charter airlines experienced their fourth consecutive year without a fatal accident.

The fatal accident rate for commuter airlines dropped from 0.240 to 0.127 for each 100,000 departures, but fatalities rose from 21 in 1992 to 24 last year.

On-demand air taxis registered their lowest number of fatalities in the history with 42.

General aviation accidents registered historic lows in numbers of accidents (2,022), fatal accidents (385), and fatalities (715). Foreign registered aircraft had five fatal accidents in the U.S. and nine fatalities, while unregistered aircraft in the U.S. had eight fatal accidents, also resulting in nine fatalities.



FYI . . .

Two-Sided Copying. DOT encourages employees to use the two-sided copying feature found on most agency duplicating machines.

Doing so results in less paper use—that means cutting fewer trees and using less energy for paper manufacturing.

DOT, along with other government agencies, has an active paper recycling program in place and wants to do more.

Two-sided copying not only cuts paper and mailing costs, but also reduces storage space and strain on the environment.

Tuesday Deadline. The 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 x73441.

Building Bulletin Board

Elevator Safety. The Facilities Management Staff reminds employees to use caution when taking the elevators in the Headquarters building.

In the event that an elevator gets stuck, employees should first make sure that the red emergency stop button has not been accidentally set—normal operation can be restored by pulling it out in the "off" position.

An emergency telephone is built into the operation panel of most cars. To call for assistance, simply follow the instructions posted on the panel and wait for *qualified* help. Attempts by passengers to free themselves could result in serious or fatal injuries.

Employees are also reminded not

to interfere with the automatic door operation. Sticking a hand or arm in the elevator door could result in serious injury if the "safe-edge" mechanism is not functioning correctly.

Any questions concerning elevator safety or operation should be directed to Ed Leckey, AAF-52, x79079.

Conference Space. FAAers interested in using conference space outside the Headquarters building are reminded to follow the procedures set by the Facilities Management Branch.

If no space is available in the Headquarters building, employees may send a memo requesting outside space to Ladora Armbrister, Facilities Management Branch, AAF-52.

The memo should include:

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

➔ Organization and individual(s) sponsoring and supervising the proposed activity.

➔ The planned cost of the event.

Attach the original purchase request, plus five copies, to the memo. Be sure the request includes any equipment or special requirements.

Complete packages will then be sent to the Office of the Secretary for a confirmation of available space in the desired facility. Upon approval, the package will be forwarded to the contracting officer in the FAA Headquarters building for final approval.

Streamlining Update

As of the date *Intercom* went to press, Congress was considering legislation which would authorize federal agencies to offer incentive payments to their employees who resign or retire. These payments, called Voluntary Separation Incentive Payments (VSIPs) and popularly known as "buy-outs," have proven effective in the last few years in helping the Defense agencies reduce the size of their work forces. VSIPs are usually-of-

ferred in conjunction with the Voluntary Early Retirement Authority (VERA), also known as "early-outs," which allow employees with 25 years of service to retire at any age, and those with 20 years of service to retire at age 50.

If the legislation is enacted, the FAA will formally announce its buy-out and early-out plans—including specific information on which segments of the work force might be

offered the incentives, and when they might be available. The proposed bill—as of press time—does not include any changes to the retirement system such as raising the retirement age or removing the reduction for retiring before age 55.

During the next few months, in this column, *Intercom* will feature a series of articles on early-outs, buy-outs, and other streamlining initiatives.

Contract Controllers

Twenty-Five FAA Towers To Be Privately Run

The FAA has announced that private contractors will provide air traffic control services for 25 low activity towers later this year.

Current FAA controllers will be offered jobs at other agency air traffic facilities. They will also have the option of working for the contractors.

Representatives from the FAA's Air Traffic and Human Resources divisions, and the National Air Traffic Controllers Association (NATCA) visited each facility to discuss the changes with current employees. A Quality Through Partnership workgroup consisting of NATCA members and FAA management is working out details of the transition. Congress also has appropriated funds to pay for controller relocation costs. The contractors are expected to begin operating the towers in the August/September 1994 time frame.

The 25 towers have a total of 200 employees. These towers operate an average of 12 to 16 hours a day on visual flight rules, and average fewer than 35 takeoffs and landings an hour, mostly general aviation traffic.

The agency stressed, however, that safety will not be compromised. Contract controllers are certified by the

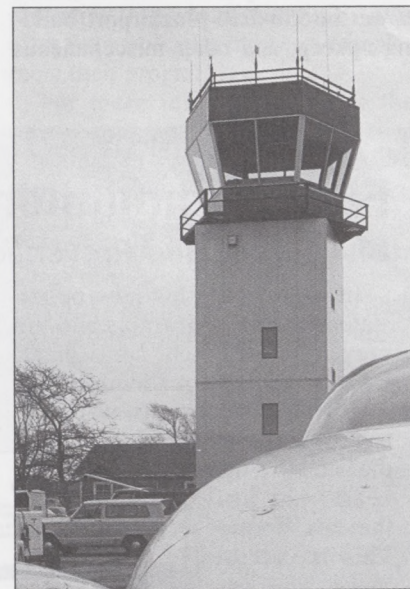
FAA and are required to follow all appropriate federal aviation regulations and FAA directives. Contract towers are also subject to the same inflight and facility evaluations as FAA-staffed facilities.

The FAA contract tower program has been endorsed by Vice President Gore's National Performance Review (NPR). The NPR is a major undertaking aimed at "reinventing" the federal government and highlights ways to make government more efficient and effective through greater administrative flexibility.

There are currently 30 contract towers nationwide, part of an FAA program that began in 1982.

FAA Level-I towers in the following locations are scheduled to become FAA contract towers:

- Tuscaloosa, AL
- Texarkana, AR
- Palmdale, CA
- Salinas, CA
- Groton, CT
- Hartford-Brainard, CT
- New Haven (Tweed), CT
- Panama City, FL
- Molokai, HI
- Lewiston, ID
- Pocatello, ID



A currently operating FAA contract tower at Martha's Vineyard Airport, MA.

- Alton (St. Louis), IL
- Salina, KS
- Alexandria/Esler, LA
- Westfield-Barnes, MA
- Meridian, MS
- Cincinnati Lunken, OH
- Salem, OR
- Isla Grande, PR
- Hagerstown, MD
- Detroit City, MI
- Greenville, SC
- Brownsville, TX
- Stinson (San Antonio), TX
- Charlottesville-Albemarle, VA

Fond Farewell

FAA Remembers Lewiston Airport Maintenance Official

Fernard Giguere, a maintenance official at the Auburn-Lewiston Airport, Lewiston, ME, died a fulfilled man recently after being honored by not only FAA and airport officials, but by President Clinton as well.

The 30-year old airport veteran was recently transported by ambulance from a local hospital—where he was a critical care patient—to attend a retirement banquet in his honor.

Giguere was known for his skill as a “jack-of-all-trades.” He was responsible for runway snow removal, lawn care at the 550-acre-plus airport, building upkeep, and other miscellaneous

duties. Airport officials said he always treated the airport as if it were his own business, taking extreme pride in his work.

Many former airport managers who attended the ceremony credited their entire careers to the influence of Giguere.

FAA Inspectors Bill Dupuy, Al Moran, and Phil Simpson were on hand to pay tribute to this dedicated “keeper of the airport.” They presented Giguere with a plaque on behalf of the agency that said, “He set an example for all of us to observe.”

Through the efforts of the FAA's

Office of the Assistant Administrator for Government and Industry Affairs, Giguere was also presented with a letter from President Clinton, commending him for his hard work and dedication to his duties at the airport.

Giguere was so thrilled with the President's acknowledgment that he refused to pass the letter around to those attending the banquet for fear that something would happen to it.

Giguere died several weeks after being honored by those he had come to respect over the 30 years he cared for the grounds of the Auburn-Lewiston Municipal Airport.

Firm Commitments

Civil Rights and Prevention of Sexual Harassment Policy Statements Issued

In announcing his new policy statements on civil rights and the prevention of sexual harassment, FAA Administrator David Hinson said “these statements were put together from the head and the heart—not just the law books. This is part of the ongoing, everyday way of conducting agency business.”

In his civil rights statement, Hinson said “employees need to see that minorities, women, and people with disabilities, are being appointed to key managerial positions.”

Hinson said he believes that past EEO policy statements, while sincere, “were not reinforced with the necessary follow-up.” The Administrator stressed that managers and

supervisors must recognize that they have a responsibility to “negotiate early and informal resolutions regarding discrimination complaints.”

He committed to set and accomplish equal opportunity and civil rights goals that show the FAA has the “courage to change the way we manage our most precious resource—our people.”

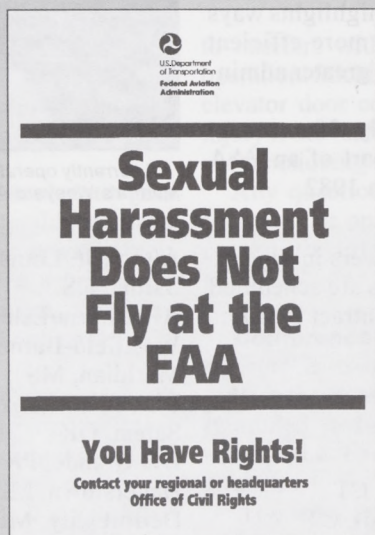
In his statement on the prevention

of sexual harassment, Hinson said that “it is my policy that sexual harassment—which includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature—will not be tolerated in the FAA.”

He stressed, however, that the system must be one of more than mere statements of policy, saying that “there must be accountability.” Hinson warned that appropriate sanctions will be taken against any offender, including managers who condone or tolerate intimidating, hostile, or offensive work environments.

“I am committed to ensuring that we create a work environment that supports our employees' performance and eradicates unlawful, discriminatory practices,” said Hinson.

The official policy statements are being distributed to FAA facilities across the country.



This is the third in a series of four sexual harassment prevention posters being distributed to FAA facilities across the country.

Final Rules *from page 1*

Rules will save lives and prevent injuries, according to Peña. He said the rules are based on three principles—safety, common sense, and flexible performance-based standards.

In addition to the alcohol regulations, the DOT amended its current drug testing procedures and proposed to lower the random rate for drug testing to 25 percent for those industries where the positive rate for random testing has been less than one percent for two consecutive years. The present random drug testing rate for the aviation industry is 50 percent.

The alcohol misuse prevention requirements are generally the same for all transportation industries, with certain provisions tailored to accommodate the specific needs of the different modes of transportation.

Types of alcohol testing include random, pre-employment, post-accident, reasonable suspicion, return-to-duty, and follow-up.

The new rules state that an employee may not perform safety-sensitive functions while using alcohol or within four hours after using alcohol (eight hours

for flight crew members or air traffic controllers), or with an indicated alcohol concentration of 0.04 or greater. Refusal to submit to a required test is prohibited, as is the use of alcohol for eight hours following an accident or until tested. Employees who test between 0.02 and 0.039 must be temporarily removed from duty.

Employees who engage in prohibited conduct, including having a test result of .04 or greater, must be immediately removed from safety-sensitive functions and cannot return to such functions until evaluated by a substance abuse professional.

Testing must be conducted by employers under DOT procedures to ensure accuracy, reliability, and confidentiality. All testing is to be administered by breath-alcohol technicians, who must be trained in DOT procedures and in operation of evidential breath-testing devices.

Peña said, "We have built into these tough, new rules clear, common sense incentives for both individual employees and transportation industries to take responsibility for achieving our common goal—dramatically reducing alcohol and drug-related safety

risks. Those who do well will be rewarded with greater trust."

He believes that these rules meet the safety goals of the DOT and have "appropriately balanced cost and the privacy rights of employees who are tested."

The FAA's rule requires implementation of testing programs for Part 121 certificate holders, contract air traffic control facilities, and Part 135 certificate holders with 50 or more covered employees on January 1, 1995. Medium-size (11-49 employees) Part 135 certificate holders must implement programs on July 1, 1995, and small Part 135 operators and sightseers on January 1, 1996. Contractors must have programs in place within six months after the employers they serve implement their programs.

For more information about the new requirements, contact the Drug Abatement Division, Office of Aviation Medicine, (202) 366-6710.

The rules will be published in the February 15 *Federal Register*. Copies of the rules can be obtained by calling (202) 366-3784, or by writing DOT, room 9404, 400 Seventh Street, SW, Washington, D.C., 20590.

Fitter FAAers

DOT Continues to Offer Health and Fitness Program

The DOT Employee Fitness Center continues to offer a health and fitness program to all interested Headquarters FAAers.

Designed to help prevent health problems by improving physical fitness, the program emphasizes total body conditioning and pride in individual accomplishment. It provides personalized health maintenance and fitness programs.

To participate in any physical fitness activity at the center, employees must either successfully progress through a screening process—an exercise tolerance test, aerobic fitness evaluation, flexibility evaluation, and body composition measurements—or bring a consent form signed by

their physician.

The facility includes a testing lab to conduct exercise tolerance testing and a fitness center to conduct exercise training procedures. Also offered are:

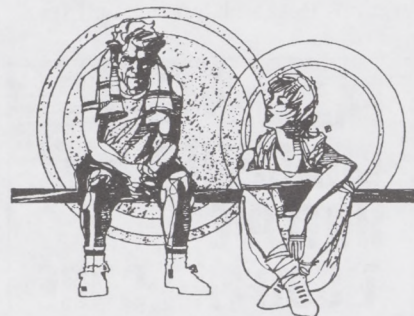
→ An exercise area equipped with rowing machines, stationary exercise bicycles, jump ropes, and weight training apparatus.

→ Supervised exercise classes focusing on cardiovascular fitness, strength, and flexibility.

→ An outdoor track and exercise platform.

→ Access to outdoor jogging routes of various distances and in areas protected from traffic.

→ Fitness and health lectures.



- Stress management training.
- Cardiopulmonary resuscitation (CPR) training.

The center is located on the rooftop level of the Nassif building, room 10319, and is open from 6:15 a.m. until 8:00 p.m.

For more information, contact Rick Bradley, x69729, or Hy Levasseur, x69731.

Flightplan

Satellite Training. The FAA's Office of Human Resource Development, in coordination with the U.S. Chamber of Commerce, is presenting a satellite training seminar in the FAA Auditorium, on *Tuesday, March 1*, from 1 to 3 p.m.

The seminar will feature Dr. Brian Joiner, author of *Fourth Generation Management*, who will speak on "Rapid Learning-Rapid Improvement." There will be discussion on how organizations can speed up their learning, and how they can create an environment for rapid improvement.

This event is part of a continuing series of satellite training opportunities for FAAers.

Seating is on a first-come, first-served basis.

For more information, contact Kris Daniel, (202) 366-5316.

Friends of Analysis. The Friends of Analysis group—sponsored by the Office of the Chief Scientist—is holding its next meeting on *Friday, March 18*, conference room 9ABC, from 10 to 11:30 a.m.

Dr. Ken Fleming of Embry-Riddle Aeronautical University, along with a representative from the FAA's Operations Research Service will speak

on "Using Delay as a System Metric: A Statistical Approach Using the Consolidated Operations and Delays Analysis System Data Set." Other speakers include Alan Breitler, Office of Aviation Policy, Plans and Management Analysis, who will discuss "The Consolidated Operations and Delays Analysis System Data Set and Delay Measurement"; and Steve Bradford, Operations Research Service, who will make a presentation on "Using Simulation to Measure Delay—Atlanta Hartsfield Study."

For more information call Robert Machol, x79451.

Aviation Forecast. The FAA is hosting its 19th Annual Commercial Aviation Forecast Conference at the Mayflower Hotel, Washington, DC, on *Friday, March 4*.

This year's theme is "Competing in a Global Environment."

The event features addresses by DOT Secretary Federico Peña and FAA Administrator David Hinson. The keynote speaker is Seth Schofield, chairman, president, and CEO of USAir who will deliver remarks at the conference's luncheon.

During the event, the FAA will also release its latest 10-year aviation forecast which includes historical data and predictions for future domestic and international air traffic demand and aircraft activity for commercial air carriers, regional and commuter airlines, general aviation, and helicopters.

The forecast also predicts the workload in FAA air traffic control towers, centers, and flight service stations.

The conference is open to all interested parties. Registration begins at 7:30 a.m. at the hotel.

For more information, contact Helen Kish, (301) 949-7477.

Visiting Hams. The FAA Aeronautical Center's amateur radio club invites visitors to attend club meet-

ings the *first Thursday of every month*, at 7:30 p.m.

Club equipment is available for use by visiting FAA hams.

For more information, contact Chuck Bryant (KB5ZVZ), (405) 954-4202; Brad Nelson (KJOW), (405) 686-4737; or Dick Russell (KE4DCL), (405) 954-3733.

Lunchtime Seminars. Airway Facilities is presenting a series of "lunchtime seminars" from noon to 1 p.m. *every other Wednesday* through May 1994.

The next seminar, called "Balancing Working Family," is scheduled for *Wednesday, March 9*.

The series includes discussions on career development, diversity, time management, and automation. It is open to all FAA employees.

For more information, or for a seminar brochure, contact Maria Pitts, x73628.

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

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

If we receive it *by 4 p.m. Tuesday*, it will appear in the next issue.

Bring *Flightplan* announcements to room 909-B, or call x73441.

People

Leave Donations. Patricia Lyons, a congressional liaison specialist in the Office of Government and Industry Affairs, is an eligible recipient for the FAA's leave donor program.

Last November, Lyons underwent major surgery. Her recovery time will be considerable due to serious medical complications.

Anyone wishing to donate annual leave should contact Barbara Ullom, AHR-151, x77608.

**FAA
CONSUMER
HOTLINE
1-800-FAA-SURE
1-800-322-7873**

Consumers may call this number if they have problems with services provided by the Federal Aviation Administration. Do **NOT** call with complaints about airline service.

Toll free, 8 am to 4 pm Eastern time, Monday - Friday, except holidays.



U.S. Department
of Transportation
Federal Aviation
Administration

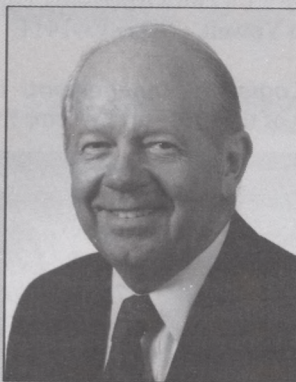
Headquarters Intercom

Message from the Administrator *Budget Constraints Will Change the Way the FAA Does Business*

As you all know, we are entering a new era in government spending. The Administration's plans to reduce the budget deficit provide us with the opportunity to fundamentally change the way we approach managing the agency.

Because the FAA is undertaking so many major initiatives, communicating with employees is essential. As part of my commitment to improve communications, I will be speaking to you through *Intercom* and other media to bring you the latest news about how we are developing the legislative package for the corporation proposal, and how we intend to meet our share of the President's challenge to reduce the number of personnel working for the federal government.

We have already proposed a number of cost-saving initiatives in the fiscal year 1995 budget, such as contracting out 25 Level I air traffic control towers, reducing administrative travel, eliminating the \$9 million subsidy



turn to *Message on page 2*

Highlights

Trading Places. Executive Director for System Development John Burt is leaving the FAA to take an appointment with the Department of Defense as the Director of Test and Evaluation.

Carolyn Blum, currently associate administrator for Contracting and Quality Assurance, will be acting in Burt's position.

Dennis DeGaetano, currently deputy associate administrator for Contracting and Quality Assurance, will act for Blum.

Garnishing Pay. As part of the Hatch Act reform law, a new policy was recently put into effect, mandating agencies to honor court orders garnishing the paychecks of federal employees in order to settle private debts.

The court order will usually specify the amount to be taken out of the employee's check. Agencies must honor the order up to the limits of the consumer protection law—usually up to 60 percent of the net salary, or 65 percent if the debt is over 12 weeks delinquent.

These limits are based on the salary after deductions like taxes and retirement contributions are removed.

Orders for the payment of child support and alimony will take priority over orders for the collection of any other debt. If more than one order is served, the first will take precedence.

Honoraria Update. The Department of Justice recently asked the Supreme Court to review a lower court decision that declared the ban on honoraria unconstitutional as it applies to executive branch employees below grade 16.

turn to *Highlights on page 2*

Safety First

Peña Testifies on DOT's Number One Priority

"Safety is the single most important job we have in the Department of Transportation." That's what DOT Secretary Federico Peña recently told members of a congressional panel.

As part of his testimony on transportation safety before the House Public Works Subcommittee on Investigations and Oversight, Peña said that the efforts of everyone involved with safety in the nation's transportation system have paid "substantial dividends."

Since 1980, Peña pointed out, fatalities resulting from all transportation incidents have dropped 23 percent,

while transportation activity has increased by 37 percent. In aviation, he said, system fatalities have fallen from 1,382 in 1980, to 782 in 1993, with no fatal accidents in 1993 involving passenger flights on major U.S. carriers.

"No developed nation enjoys a safer transportation system than does the United States," Peña told the subcommittee. "In spite of these improvements, I continue to regard transportation fatalities and injuries and their tragic human consequences as unacceptable." He then went on to explain the

turn to *Transportation on page 3*

Highlights *from page 1*

Honoraria refers to the acceptance of pay for speaking, writing, and making appearances, by federal employees, that are *unrelated* to their jobs.

If the lower court decision is overturned, the Justice Department will not attempt to make employees return honoraria received while the case was pending.

The Office of Chief Counsel reminds employees that they are still not permitted to receive compensation for teaching, writing, or lecturing that is *related* to their official duties.

Suit Dismissed. A federal judge recently dismissed the lawsuit made by 40 foreign and domestic airlines which challenged the tripling of passenger jet landing fees at Los Angeles International Airport.

Under protest, the airlines were paying the higher fees since December of last year, as part of an agreement which was negotiated by DOT Secretary Federico Peña pending the outcome of the lawsuit.

Information Sharing. The FAA's Satellite Operational Implementation Team recently concluded a week-long seminar—involving FAAers, regulatory authorities, industry representatives, and members of the academic community—on the Global Positioning System (GPS).

Several hundred participants shared information on the early implementation of satellite navigation technology.

A discussion on the basic and augmented GPS systems and capabilities kicked off the seminar.

FAA representatives made presentations on the process now available to conduct a GPS Category I approach using a privately owned local area differential system; the Air Traffic Implementation Plan; the framework being established in the DOT to address issues associated with civilian applications of GPS; and the work being done in nonprecision approach overlays and the Flight Inspection Program for GPS.

Members of the industry and general

aviation communities presented solutions—including early implementation of satellite navigation technology—which could significantly reduce expenditures and loss of revenues.



There was also a briefing on how current helicopter operations could benefit from GPS technology.

For more detailed information on the seminar, pick up a copy of *Satnav News*—a publication of the FAA's Satellite Program Office—by contacting Bob Yowell, (703) 893-1411.

Logistics Management. The Office of the Program Director for Com-



Participants in the Headquarters Field Logistics Management course.

munications and Aircraft Acquisition recently sponsored a training course for program analysts in the Office of the

Associate Administrator for NAS Development.

The course—called Field Logistics Management—was designed for analysts with logistics and materiel management responsibilities. An FAA Academy instructor taught the course, and modified it for Headquarters program analysts.

Consolidated Personnel Management Information System information training profiles will be updated for each student who completed the course.

Temporary Move. The Headquarters Facilities Management Branch has temporarily moved from room 222 to room 335, while their office space is being renovated.

All telephone numbers for the staff will remain the same. Branch employees are scheduled to return to their office by late July.

Right Number? At FAA Headquarters, the *Intercom* is distributed on an "all employee count" basis—one per employee.

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-400, x78735, to update your organization's distribution.

Administrator's Message *from page 1*

of the Direct User Access Terminal System (DUATS) service, scaling back training, and numerous other initiatives. I fully expect that we can do more, and will be asked to do so.

The fiscal year 1995 budget shows minimal increases in our capital budgets. There will be no increase in our operations budget, which remains constant at \$4.581 billion. Although we will be doing some hiring in our safety work forces, we will maintain a hard-freeze on external hiring in all non-safety positions through the next

fiscal year.

I am charging all of you to be creative in achieving our goals. Help me find efficient ways to do what must be done and to stop doing what is not absolutely essential. For example, the cornerstone of the administration's strategy for revitalizing the aviation industry is the proposal to create a government corporation to provide air traffic control services. This will redefine the fundamental structure of the agency and is one of the most important initiatives we are working on right now. A legislative proposal will be ready to go in April. This is exactly the kind of

Transportation *from page 1*

Department's four-pronged approach to improving safety performance.

➔ **Making safe transportation the highest Department priority.** Peña reinforced his commitment to safety by highlighting the newly-introduced DOT strategic plan. He pointed out that plan objectives include significantly reducing deaths and injuries in our transportation system and minimizing the dangers to communities and industry associated with the transportation of goods. Peña testified that he is working to reinvigorate the Department's safety role, "not just because of the human tragedy when we fail, but also to avoid preventable costs to the nation's health care system."

➔ **Cross-modal management.** Peña testified that there are many safety issues common to multiple modes that can benefit from standardized approaches. He said that the Department is looking to "capitalize on the many opportunities for cross fertilization and collaborative approaches to safety problems." Peña cited the recent Los Angeles earthquake as an "excellent" example of how the various transportation modes can work as a team to develop alternative transportation opportunities when disaster strikes. "We were able to establish a federal/state/local transportation task force, which began immediately to develop a comprehensive action plan," said Peña.

"Safety is the single most important job we have in the Department of Transportation."

Federico Peña
DOT Secretary

➔ **Harnessing new safety technology.** Peña stressed the importance of technology in the development of higher levels of safety throughout all the modes. "Technological innovation not only makes a major contribution to America's economy and global competitiveness, but is also of fundamental importance to safety performance," he said. He cited the Global Positioning System as an example of one of the most far reaching civil applications of new technology. He cautioned, however, that "even as we embrace new technology for preventing accidents and improving the survivability should one occur, we must acknowledge the role of human error in accidents." He pointed out that a particular aspect of "human factors" is operator fatigue, citing the current research being conducted at the FAA on airplane crew fatigue.

➔ **Improving safety data.** Finally, Peña said, "we must have good safety data if we are to allocate resources efficiently and set priorities for rulemaking and enforcement intelligently." He talked about the newly-established Bureau of Transportation Statistics, where improved data bases are being initiated to measure where goods and people are transported, and by what mode. The bureau will shortly publish its first annual transportation statistics report, Peña reported. "These improved data bases should greatly improve our ability to estimate exposure for safety program planning and evaluation," he said.

creative thinking we need to be doing.

In addition to challenges resulting from the next fiscal budget and the initiative to develop a corporation proposal, we are under a mandate to cut our staff resources by 12 percent by 1999, a reduction of 6,500 employees from our 1993 levels.

To meet this goal, create a more effective organization, and improve the way we do our work, we need to get closer to the customer, become less bureaucratic, and reduce management layers. As always, we will strategize to meet our objectives while maintaining the high standards of safety and performance the FAA is known for worldwide.

Right now, budget and streamlining plans are based on early retirement and buyout strategies. If the buyout legislation is not passed, we will begin contingency planning to reduce the work force through a reduction-in-force to meet the fiscal year 1995 budget levels if other cost-saving initiatives are not sufficient. I want to emphasize, however, that a reduction-in-force would be a last resort.

I look forward to sharing more information with you on these and other critical issues as they arise.

David Dimson

Headquarters Intercom

March 8, 1994
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Dreams of Change

Breaking Down Barriers to Opportunity

"We must come together around our commonalities before we can begin to embrace our differences," says *Washington Post* columnist Dorothy Gilliam, keynote speaker at the Headquarters kickoff of Black History Month.

Gilliam—calling herself a product of historically black institutions—told the audience of her struggles as a member of the National Association of Black Journalists and her efforts to encourage diversity in the newsrooms of America.

She stressed the importance of utilizing the talents of every person in our society, and said, "we must make diversity truly an asset to America, and help release the trapped energy of all people who aren't given a chance to succeed."

"Although race remains our nation's Achilles heel," said Gilliam, "we must use Black History Month to recommit ourselves to making whatever changes we can in our own little

circles to help change history."

FAA Administrator David Hinson also attended the ceremony and reinforced the agency's commitment to equal opportunity for everyone, saying, "I'm sure we all agree with Ms. Gilliam when she insists that we not allow ourselves to be distracted from

what must be our principal concern—to break down any remaining barriers to opportunity for all people."

Closing the ceremony,

Keynote speaker Dorothy Gilliam addresses Headquarters FAAers during the recent kickoff ceremony for Black History Month.



George Thomas, Office of Civil Rights, recognized the members of the Black History Month committee, and thanked the sponsoring organizations of this year's event—the Assistant Administrator for Airports, Assistant Administrator for Civil Rights, Associate Administrator for Air Traffic, Associate Administrator for Airway Facilities, Director of the Operational Support Service, Director of the NAS Transition and Implementation Service, and the manager of the Human Resource Management Division.

FAA Remembers

Joann Sloan, former public information specialist in the Headquarters Office of Public Affairs, died February 11 of cancer. She was 63 years old.

Sloan, an Alexandria resident, retired from the agency in 1993 after 10 years of service.

Prior to joining the agency, Sloan served as a European correspondent and Washington reporter for United Press International.

David Israel, former Deputy Associate Administrator for Engineering and Development, died unexpectedly on February 15.

Israel, a Boston native, began his FAA career in the early 1970's as the head of the Office of System Engineering Management, where he initiated the research and development activities that are now the cornerstone of today's Capital Investment Plan.

In lieu of flowers, contributions in Israel's memory may be made to the United Jewish Appeal Federation of Greater Washington, 6101 Montrose Road, Rockville, MD, 20852-4816, or to any other charity.

Flightplan

General Aviation. The FAA is sponsoring a general aviation conference at the San Antonio Sheraton Gunther Hotel, in San Antonio, TX, *Thursday and Friday, March 17 and 18.*

The event features a keynote address by FAA Deputy Administrator Linda Daschle. Other speakers include experts from private industry; local, state, and federal government; and aviation trade associations.

Conference discussions will include the impact of the satellite-based Global Positioning System on general aviation, the aircraft resale market, small aircraft certification, international aircraft marketing, and federal grants to airport and military air base conversion to civilian use.

During the event, the FAA will also release its latest 12-year forecast for the industry.

The conference is open to all interested parties.

For more information, contact Helen Kish, (301) 949-7477.

Women Aviators. In recognition of Women's History Month, the National Air and Space Museum will display the airplane, flight suit, and a video of the winning routine of Patty Wagstaff—the first woman to win the U.S. National Aerobatic Championship—beginning *Friday, March 11.*

Wagstaff began her flying career in 1978, and is a member of the U.S. Aerobatic Team.

The museum will also present "Women in Military Aviation: Two Decades of Change," on *Tuesday, March 15*, at 7:30 p.m. in the Langley Theater. Women military aviators will discuss changes in military policy from 1973—when the Army and Navy first permitted women to train as military pilots—to the present.





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

Headquarters Intercom



Highlights

New Security Head. The Office of Civil Aviation Security has a new Assistant Administrator.

Cathal Flynn, who took the position last December, came to the FAA from Science Applications International Corporation, where he was a senior analyst developing technologies for civil aviation security and military special operations.

Flynn, who goes by the name "Irish," retired from the U.S. Navy in 1990, after serving in a variety of positions, with the rank of rear admiral.

He has bachelor degrees in arts and engineering from Trinity College, Dublin, Ireland, and a masters degree in International Studies from American University, Washington, DC.

ALPA Honors. Tom Williamson, FAA's Traffic Alert and Collision Avoidance System (TCAS) program manager, was recently honored by the Air Line Pilots Association International, for his instrumental role in integrating TCAS into airline cockpits.

Williamson developed the agency's TCAS Transition Program, which was responsible for analyzing traffic alert and collision avoidance system information, beginning with initial installation through the equipment of the entire air carrier fleet at the end of last year.

He also worked closely with the association to ensure proper pilot training on the system, and consistently took the necessary actions to correct any problems with the hardware and software.

A ceremony was held in FAA Administrator David Hinson's office, where Captain Randolph Babbitt, presi-

turn to **Highlights** on page 2

Voluntary Separations

Early Out Authority Approved for DOT

FAA Administrator David Hinson issued a letter to all employees on March 2 explaining the status of early outs and buyouts in the FAA. In it, Hinson confirmed that buyout legislation is still stalled, but announced that the FAA plans to offer early retirements beginning March 14.

At the time *Intercom* went to press, Congress was still considering legislation to allow federal agencies to offer Voluntary Separation Incentive Payments (VSIPs) to employees who resign or retire. These payments—also known as buyouts—are usually offered along with Voluntary Early Retirement Authority (VERA) or early outs to help agencies downsize.

Currently, they are not available.

Although both the House and the Senate have passed buyout bills, there are major differences between them. It remains unknown when and if the differences will be resolved and buyout legislation enacted.

Turn to page 4-5 for questions and answers on Voluntary Early Retirement Authority and Voluntary Separation Incentive Payments.

If buyouts become available, they may be offered on short notice. For this reason the FAA wants to provide its employees with as much preliminary information as possible to help them understand their options and

turn to **Separation** on page 3

Find out about the future of the agency first-hand from FAA Administrator David Hinson on March 29.

Turn to page 3 for details.

Highlights *from page 1*



Air Line Pilots Association President Captain Randolph Babbitt, left, and FAA Administrator David Hinson, center, congratulate TCAS Program Manager Tom Williamson.

dent of the Air Line Pilots Association, presented Williamson with a plaque. It read "With sincere gratitude from the airline pilot community. Your dedication and professionalism as manager of the TCAS program were key factors in the implementation of a major milestone in aviation safety."

VISA Card Update. In support of the FAA's purchase requirements, the government VISA card is available for purchases of \$2,500 or less.

The objectives of the government-wide commercial credit card program—also known as the International Merchant Purchase Authorization card program—are to:

→ Streamline payment procedures and reduce administrative costs for acquisitions of supplies and services under \$2,500.

→ Improve government cash management practices such as forecasting, consolidating payments, and reducing imprest funds.

→ Provide procedural checks and feedback to improve management control and decision making.

Employees are encouraged to take advantage of the credit card program by contacting the appropriate officer in their organization.

Upon authorization from their organization, employees should contact the contracting officer's technical representatives, Anthony Garner, (202) 267-9788, or Irene Amaker, (202) 267-7098, to obtain further information and to schedule training.

Video First. The Center for Management Development recently conducted a two-way video human factors

training program using a new interactive video system.

Called VTel, the system was developed jointly by the Center for Management Development, Technical Center, Office of Training and Higher Education, Office of Information Technology, and the Embry-Riddle Aeronautical University.

The system's ultimate goal is to link the Aeronautical Center, FAA Headquarters, Technical Center, Dulles Airport, and the Center for Management Development for use in conferencing, meetings, and training.

Earthquake Aftershock. A major earthquake aftershock hit the Los Angeles area early last month causing cracks in the pavement and surface variations at Van Nuys Airport.

As a result, a notice to airmen was issued to restrict aircraft use on two of the runways to gross weights less than 75,000 pounds. This is expected to impact B-737 and B-727 aircraft occasionally operating at Van Nuys.

The Sherman Way tunnel, which lies under the runway system, also suffered additional damage as a result of the aftershock.

Satellite Navigation

GPS Now Part of the U.S. Air Traffic Control System

The satellite-based Global Positioning System (GPS) is now operational and an integrated part of the U.S. air traffic control system, announced FAA Administrator David Hinson.

The FAA is currently implementing civil use of GPS's Initial Operational Capability (IOC). This means the 24 satellites that make up the navigation system are operating in their assigned orbit and providing signals for navigational use.

"The implementation of IOC is a significant step in the development of the satellite system for use in all phases of flight," said Hinson.

Secretary of Defense Les Aspin notified DOT Secretary Federico Peña that the GPS constellation achieved IOC in December of last year. The GPS civil signal now meets the performance characteristics defined in the 1992 Federal Radio Navigation Plan—a plan published by the Defense and Transportation departments every two years to inform the public of federal plans for radio navigation systems and services.

Hinson also announced that the FAA has granted approval to Garmin International for certification of two GPS signal receivers. Other manufacturers will be receiving approval in the near future.

The two approved receivers are complete with internal databases and integrity monitoring capable of providing stand-alone instrument flight rules guidance for oceanic, domestic enroute, terminal, and non-precision approaches.

The two achievements—civil use of IOC, and the certification of the two Garmin receivers—mark a significant milestone in the FAA's GPS implementation program. With IOC and the newly-certified avionics equipment, GPS is now the first navigation system to be approved for use as a stand-alone navigation aid for all phases of flight through non-precision approach.

Separation *from page 1*

make informed decisions regarding early outs and buyouts.

An interactive phone system has been established by Human Resource Management to provide an additional, easy-to-use source of retirement annuity estimates for FAA employees. The toll free number—800-888-4412—will be available 24 hours a day, starting March 14. A written retirement estimate will be mailed to the employee's home the next workday after calling. The system relies on current data from the FAA's Consolidated Personnel Management Information System.

When calling the interactive voice response system, employees need to enter their social security number to protect the confidentiality of their personal data. They may request estimates for two different dates and may project a retirement date through December 31, 1999. Employees should have their most recent statement of earnings and leave available when calling. They will be asked to project their accrued sick leave which will be factored into years of service.

Estimates will be calculated based on current actual high three annual salary. During the first phase of the program, estimates will be available for Civil Service Retirement System (CSRS) eligibles for both optional, as well as early retirements, with applicable age reductions. Estimates for Federal Employees' Retirement System (FERS) employees will be available in phase two. The system will also give estimates for eligible air traffic controllers under Public Law 92-297.

"These decisions are entirely voluntary, and no employee should feel forced or coerced to leave," said Hinson.

A complete package outlining the status of early outs and buyouts, accompanied by a fact sheet, was distributed to each employee on March 2. The retirement specialist in each human resource management division can provide counseling, information, and necessary forms.

Dialogue with the Administrator

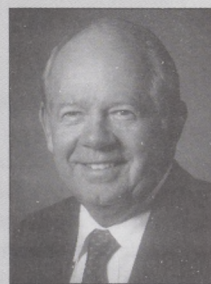
Hinson Invites Employees to Express Areas of Concern

Employees with questions about the future of the agency can pose them directly to FAA Administrator David Hinson on March 29.

In a unique, first-of-its kind live satellite broadcast, the Administrator will personally answer questions from FAAers across the country. From the Headquarters auditorium, Hinson will first address employees on issues such as the proposed buyouts, the corporatization of the air traffic control system, and various streamlining initiatives. Then, in addition to taking questions from the audience, FAAers in field facilities can call in on a special phone line.

Two sessions are scheduled for that date, the first from 12:30 to 1:30 p.m. The second, which will be the satellite broadcast, is scheduled from 2 to 3:30 p.m.

The broadcast can also be viewed on FAA's in-house television station. At Headquarters, it can be seen on channel 2.



Building Bulletin Board



Recycling Update.

FAAers are reminded that additional containers for newspapers, bottles, and aluminum cans have been placed in the cafeteria in support of the recycling program.

Organizations needing recycling boxes, or those that have scheduled a major clean-up and need recycling bins, may contact the PRIDE line, x77433.

The Facilities Management Branch thanks all FAAers for their continuing support of the recycling program.

Fire Alarms. A new fire alarm system has been activated in the Headquarters building.

It is engaged by an activated alarm pull-box, and by an indication of water flow in the sprinkler system in the building.

Employees are reminded that upon hearing the alarm, they should secure

their workstations and exit the building as directed by the fire wardens assigned to each floor.

FAAers are encouraged to familiarize themselves with the nearest exit to their workstation for evacuation.

Headquarters Intercom

March 15, 1994
No. 94-8

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Buyouts and Early Outs: The Basic Facts

What are VERA's and VSIP's?

VERA, Voluntary Early Retirement Authority, or early out, is authorized by current civil service retirement law. Its purpose is to increase the number of employees eligible to retire by reducing the length of service and age requirements. Early outs are used to avoid or reduce the severity of RIF's, furloughs, and other actions agencies must take to reduce their budgets or cut employment levels. Specific information about VERA is listed below.

VSIP's, Voluntary Separation Incentive Payments, or buyouts are one-time, lump-sum payments made to employees who voluntarily retire or resign from their jobs. Currently, they are not available. Federal agencies normally do not have the authority to make such payments, so special legislation is required. In the past, individual agencies have been given legal authority to offer VSIP's; but now, as part of an effort to reduce the size of the entire Federal service, Congress is considering a law authorizing VSIP's throughout the government. Further information about VSIP's will be provided in subsequent issues of *Intercom*.

Who will be offered early outs and buyouts?

The general strategy is to offer VERA, and VSIP if it becomes available, to all FAA employees *except* those directly involved in safety-related functions such as air traffic control and field maintenance.

Why will early outs and buyouts not be offered to the entire FAA work force?

The current budget situation

required the FAA to make hard decisions about where it should take staffing cuts. Every employee in the FAA is important and contributes to mission effectiveness. The safety of the flying public will always be the FAA's number one goal, and our high standards must be maintained in spite of cost reductions and streamlining measures. We do not believe we can do that if we lose large numbers of our front-line safety work force and have to backfill the vacancies and retrain new employees while absorbing reductions in personnel, training, supervisory, and management work forces. In some limited circumstances, it may make sense to offer early outs and buyouts to some parts of the safety work force, e.g., in level I towers scheduled for contracting out.

VERA/Early out

Who is eligible for voluntary early retirement?

Unless you are excluded because your job is on the "Coverage" chart, you are eligible for early retirement as follows:

- If you are under the Civil Service Retirement System (CSRS), you must have served in a position covered by the CSRS for at least one year out of the two years immediately before retirement. If you are under FERS, this rule does not apply.
- You must be at least 50 with 20 years of service, or have 25 years of service at any age.
- You cannot be serving in a temporary appointment.

When can I take early retirement?

The FAA plans to open an early retirement window in mid-March, 1994. All employees will be notified as soon as the dates of the window are firmly established. Covered employees who are eligible may separate from the agency under an early out at any time during the window.

If I take early retirement, is my annuity reduced?

CSRS employees who retire under the voluntary early retirement authority (VERA) will have a reduction in their annuity of two percent per year for each year they are under age 55 (the reduction is 1/6 of 1 percent for each full month. This is a permanent reduction in annuity. Employees with only FERS service will not have their annuities reduced. Employees with both CSRS and FERS service will have a reduction only for the CSRS portion of their service. This reduction does not apply to employees who retire under the special air traffic controller provisions. Special rates apply to the calculation of annuities of employees who have part-time service after 1986. Your retirement specialist can give you more details.

VSIP's/Buyouts

The following information is based on proposed legislation. The legislation may not pass or may be changed before it passes.

Who will be eligible for an incentive payment under the proposed VSIP law?

The FAA will offer VSIP's to the same groups of employees

FAA VERA & VSIP Employee Coverage

who are to be offered VERA. In addition, employees in these groups must meet the following requirements:

- Have 12 months of continuous service
- Not be eligible for disability retirement
- Not be a reemployed annuitant
- Have an appointment without a time limit
- Not be in a position the FAA has excluded.

If I retire or resign now, and a buyout is approved later, will I be eligible for a VSIP?

No. VSIP's will be paid only for retirements and resignations which occur during the buyout window.

How much will I get if I take a VSIP?

The amount of your VSIP is \$25,000 or the amount of severance pay you would have been entitled to for an involuntary separation, whichever is less. (Severance pay is normally only for people who separate *involuntarily*. Leaving Federal service with an incentive payment is a voluntary action. VSIP is not the same as severance pay.)

Severance Pay Formula: One week's basic pay for each of the first 10 years of your civilian service, plus two weeks' basic pay for each year over 10 years. An age adjustment allowance of 10 percent is added for each year you are over 40. (No credit is given for military service unless the service interrupted otherwise creditable civilian service.) If you voluntarily separate, you are not eligible to receive the Alternative Form of Annuity (AFA)—the lump-sum refund of retirement contributions.

In Headquarters, regional offices, Aeronautical Center, and Technical Center, all employees will be offered FAA VERA/VSIP, with the following exclusions:

Aviation Standards: Doctors.

Flight Standards and Aircraft Certification: Non-supervisory field employees assigned to or collocated with Headquarters or a regional office and non-supervisory employees in the following series: 801, 850, 855, 861, 1701, 1801, 1825, 2181.

Air Traffic: Non-supervisory controller work force (CWF) employees in the Air Traffic Control System Command Center.

Airway Facilities: Non-supervisory F&E funded employees located in regional offices and responsible for new NAS equipment installation and non-supervisory technical employees in the Operation Support Service, i.e., those in the following series: 332, 334, 391, 801, 802, 808, 810, 819, 855, 856, 4742, 4749, 5716.

In all other FAA field facilities, FAA VERA/VSIP will be offered to:

Airports: All employees.

Civil Aviation Security: All employees.

Flight Standards and Aircraft Certification: Supervisors and Managers.

Air Traffic: All non-CWF employees including those in Flight Service Stations and Automated Flight Service Stations; CWF employees in Level I towers; CWF first-level supervisors; and all employees in the National Communications Center (NATCOM) in Kansas City.

Airway Facilities: All supervisors, managers, and non-technical employees plus all employees in NATCOM.

Those not being offered VERA/VSIP, include:

Flight Standards and Aircraft Certification: Non-supervisory employees including those at international field offices and at Aircraft Certification Division in Brussels.

Air Traffic: Non-supervisory CWF employees in Level II and above towers and in en route centers.

Airway Facilities: Non-supervisory technical employees, i.e., those in the following series: 332, 334, 391, 801, 802, 808, 810, 819, 855, 856, 4742, 4749, 5716.

ACE It!

Software Developed for Official Document Preparation

An application macro to automate the preparation of official FAA letters, memorandums, and route slips was recently released nationwide by the Office of Information Technology.

Known as Automated Correspondence Express (ACE), the program is designed for use by all agency employees and requires minimal training. It generates the appropriate letterhead original, official file copy grid, courtesy copies, Congressional courtesy copies, and small envelopes.

ACE also allows the user to customize the letterhead down to the division or field office level. In Headquarters, creation of official organizational letterheads must be approved by the agency correspondence program manager in AIT-400. In regions, centers, and field facilities, approval must be received by an organization's Information Resource Manager or the servicing Management Systems Division correspondence officer.

Technical assistance is provided through the ACE customer service hotline, (405) 954-4517. The hotline is run by the Aeronautical Center's Office of Information Services in Oklahoma City, OK.

Training on ACE for Headquarters organizations will be provided by the Office of Information Technology, AIT-700, and targets correspondence and system managers, trainers, and personal computer support personnel.

The Office of Information Technology has provided ACE ordering procedures to each organization's Information Resource manager.

Executive Qualifications

SES Candidate Development Program Certifications Reactivated

The Office of Personnel Management has issued a variation to its regulations which affects graduates of the Senior Executive Service (SES) Candidate Development Program whose certifications have expired, or will expire before December 31, 1996.

The variation concerns the certification of executive qualifications by a Qualifications Review Board for initial appointment to the SES.

Effective January 1, 1994, it states that:

➔ Individuals whose board certifications (whether for three or five years) have expired, and who were in the civil service as of December 31, 1993, will have their certifications reactivated automatically until December 31, 1996.

➔ Individuals with active certifications as of December 31, 1993, and

who were in the civil service as of that date, will have their certifications automatically extended until December 31, 1996.

In either case, the individual must have a performance rating of fully successful or higher for the three years prior to the SES appointment. If there is no rating for a particular year, it will be assumed to be fully successful.

No documentation should be submitted at this time, since the certifications are automatically reactivated. Individuals may be asked to provide documentation of board certification and their last three performance ratings to the agency appointing them at the time of SES appointment.

Any questions can be directed to Gale Harrell, AHR-20, (202) 267-3019.

DC-9 Retired by FAA Academy

The DC-9 airliner was recently retired by the FAA Academy after 25 years of service as an air carrier training aircraft.

The aircraft, a dash-10 model Swissair DC-9, was procured by the FAA in 1968 from the McDonnell Douglas Plant in Long Beach, CA.

During the more than 20,000 hours of flight, the aircraft flew without incident or accident. "Few people realize that in addition to FAA Academy certification training, 'Doug-9', and the pilots who flew it, have contributed greatly to the standard of excellence enjoyed by the U.S. airline industry today," said a former DC-9 section manager.

Apart from the training flights, the aircraft was involved in brake testing projects, noise abatement tests, medical evacuation missions,

and at one point, was called in from a training mission to stand by as an anti-hijacking backup aircraft.

As new technology produced simulators effective for both aircraft type-rating and recurrent training, however, the usefulness of the DC-9 slowly subsided.

Over the past few years, cost effective air carrier training for FAA aviation safety inspectors has changed from training in owned aircraft, to training in owned or leased simulators, with some aircraft training in leased or contracted aircraft.

The aircraft is still hangared at the Aeronautical Center, while it awaits disposition.

On Cover: The DC-9 aircraft was retired by the FAA Academy after 25 years of service.

Reinventing Air Traffic

Clinton Administration Gives Full Support To Corporation Proposal



The proposal to corporatize the FAA's air traffic control services is due this spring.

"This administration's full weight and political drive and support will be behind the creation of a government corporation to manage the nation's air traffic control system." That's what Vice President Al Gore told about 75 industry representatives affected by the proposal at a recent White House meeting.

The February 23 meeting at the Old

Executive Office Building was attended by DOT Secretary Federico Peña and FAA Administrator David Hinson. The attendance of the vice president, as well as the president's top transportation and aviation advisors, marked a clear indication that the entire administration is prepared to "go all out" in their efforts to advance the air traffic control corporation proposal.

According to the vice president, corporatizing air traffic will be a focal point of his ongoing National Performance Review's effort to "reinvent government" that works better and costs less.

Over the next several months the vice president and administration officials, including Peña and Hinson, will meet with members of the aviation community, labor, and the public to discuss the details of the proposal.

At a recent speech before the Aero Club of Washington, D.C., Hinson echoed the administration's move to embrace the air traffic corporation. "I've devoted much of my time over the past few months to deliberative review of all the issues involved in this step...This objective look at all the options convinced me that an air traffic control corporation is the best approach to achieve the safety, productivity, and efficiency benefits that we all seek."

Both Peña and Hinson are currently working out the details of the proposal, and hope to have specific legislation submitted to Congress this spring.

Corporatization Comments

DOT Holds Public Meeting on Restructuring Air Traffic System

The DOT recently held a public meeting to hear comments from interested parties on the initiative to restructure the FAA's air traffic control system into a separate government corporation.

The executive oversight committee for the corporation study is actively seeking the views and concerns of airspace system users, industry, labor, and other interested parties before developing its recommendations. Chaired by Frank Kruesi, DOT's assistant secretary for transportation policy, the committee includes senior officials

from the DOT, Department of Defense, Office of Management and Budget, Council of Economic Advisors, the National Performance Review, and other agencies.

The committee is considering options for a corporate structure that would assure system safety, streamline procurement, simplify the personnel process, provide funding stability, and ensure continuity of leadership.

"Although it is too early to say what our committee's final recommendations will be, there is a recognition of the inherent governmental

nature of safety regulatory functions, and of the importance to maintain those while also making sure there are enforcement mechanisms in place," said Kruesi.

The committee solicited responses on issues including the organization of a restructured air traffic control system, possible budgetary and financial approaches to the corporation, procurement authority of the corporation, personnel rules and issues regarding the new system, and how it should be accountable to the public.

Flightplan

Ethics Training. The Office of Chief Counsel is conducting make-up sessions of "standards of conduct" training on *Wednesday, March 16*, in the Headquarters auditorium at 1 and 2:30 p.m.

Employees who are required to file a financial disclosure—for either a confidential report, SF-450, or a public report, SF-278—and who have not received the training, are required to attend.

Retirement Information. Retirement information sessions will be held for employees who are considering the proposed early retirements and buyouts on *Friday, March 18*, and *Wednesday, March 23* from 8:30 to 11:30 a.m. and 12:30 to 3:30 p.m.

Sponsored by the Employee Relations and Career Development Branch, the event addresses leave, health benefits, life insurance, retirement, Thrift Savings Plan, and social security issues. Guidance will be provided on the completion of all required forms.

Employees interested in attending may contact Ida Mack, x73881, or Barbara Claytor, x73873, to sign up. Limited space is available for each session.

Satellite Training. The FAA's Office of Human Resource Development, in coordination with the U.S. Chamber of Commerce, is presenting a series of satellite training seminars open to all FAAers.

On *Tuesday, April 5*, from 1 to 3 p.m. in the FAA auditorium, Dr. Stephen Covey—author of *The Seven Habits of Highly Effective People*—will present a seminar called "Beyond Principle Centered Leadership: Empowerment."

On *Tuesday, May 17*, from 1 to 3 p.m. in the auditorium, Dr. James Belasco—author of *Teaching the Elephant to Dance* and *The Flight of the Buffalo*—reveals how to use "performance interlock" and "scoreboarding" processes for implementing a customer-based quality initiative.

Seating for both seminars is on a first-come, first-served basis.

For more information, contact Kris Daniel, (202) 366-5316.

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-93/23/P-5

Chief, Interpretation Section

PC-93/24/P-4

Language Officer (Translator/Reviser)

PC-93/26/P-4

Air Transport Officer

PC-93/28/P-4

Chief, Cartographic Unit



Bangkok

PC-93/25/P-3

Technical Officer, Rules of the Air, Air Traffic Services and Search and Rescue

Cairo

PC-93/27/P-4

Air Transport Officer

Initial appointments are three years for all assignments. Government employees accepting assignments with ICAO are entitled to reemployment rights.

Applications are due in Administrative Systems and Overseas Support, API-19, by *Friday, April 8*.

For more information about salary, qualifications, applications and benefits, employees can contact their servicing personnel office, or API-19, (202) 267-9085.

General Aviation. The FAA is sponsoring a general aviation conference at the San Antonio Sheraton Gunther Hotel, in San Antonio, TX, *Thursday and Friday, March 17 and 18*.

The event features a keynote address by FAA Deputy Administrator Linda Daschle. Other speakers include ex-

perts from private industry; local, state, and federal government; and aviation trade associations.

Conference discussions will include the impact of the satellite-based Global Positioning System on general aviation, the aircraft resale market, small aircraft certification, international aircraft marketing, and federal grants to airport and military air base conversion to civilian use.

During the event, the FAA will also release its latest 12-year forecast for the industry.

The conference is open to all interested parties.

For more information, contact Helen Kish, (301) 949-7477.

Friends of Analysis. The Friends of Analysis group—sponsored by the Office of the Chief Scientist—is holding its next meeting on *Friday, March 18*, in conference room 9ABC, from 10 to 11:30 a.m.

Dr. Ken Fleming of Embry-Riddle Aeronautical University, along with a representative from the FAA's Operations Research Service will speak on "Using Delay as a System Metric: A Statistical Approach Using the Consolidated Operations and Delays Analysis System Data Set." Other speakers include Alan Breitler, Office of Aviation Policy, Plans and Management Analysis, who will discuss "The Consolidated Operations and Delays Analysis System Data Set and Delay Measurement"; and Steve Bradford, Operations Research Service, who will make a presentation on "Using Simulation to Measure Delay—Atlanta Hartsfield Study."

For more information call Robert Machol, x79451.

Lunchtime Seminars. Airway Facilities is presenting a series of "lunchtime seminars" from 12 noon to 1 p.m. every other *Wednesday* through May 1994.

The next seminar, on time management, is scheduled for *Wednesday, March 23*.

For more information, contact Maria Pitts, x73628.



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

Headquarters Intercom



An Advanced Automation System workstation can process radar-tracking information, detect potential conflicts, and warn controllers of off-course aircraft.

Putting AAS Back on Track

Hinson Moves to Head Off 'Troubling Predictions'

Saying he was "deeply concerned" about the status of the Advanced Automation System—known as AAS—FAA Administrator David Hinson announced that he was replacing senior management responsible for the program with a new team.

When it was revealed late last year that the program faced added costs and cost overruns in excess of \$1.2 billion, Hinson directed

Deputy Administrator Linda Daschle and Chief Counsel Mark Gerchick to conduct a 45-day review of the system's current financial and schedule status. In addition, he commissioned the Center for Naval Analysis to conduct an independent assessment of the organizational, management, and financial concerns raised by the AAS program. That report will be

turn to Back on Track, page 4

Highlights

International Team. The FAA has made tentative selections—pending clearances—for senior representatives in London, Riyadh, and Singapore.

Carl Burleson is the new representative in London, Dennis Beres in Riyadh, and David Knudson in Singapore, announced Acting Assistant Administrator for Policy, Planning, and International Aviation Dale McDaniel.

As the FAA's senior representatives for the many countries in their assigned geographical areas, they will coordinate and manage a broad range of agency activities, and provide a high-level liaison between FAA organizations, foreign civil aviation authorities, industry, and international organizations.

Burleson is currently the manager of the International Operations Branch, Office of International Aviation. He has been with the agency since 1989.

Beres is currently the International Training Section supervisor at the FAA's Aeronautical Center. He joined the FAA in 1978 as an air traffic control instructor.

Knudson, currently the manager of the Singapore International Field Office, joined the FAA in 1985 as a federal air marshal.

Olympic Games. FAAer Stephen Alogna was recently selected for the newly-established position of Olympic project manager for the Southern Region.

Alogna will have responsibilities
turn to Highlights on page 2

Find out about the future of the agency first-hand
from FAA Administrator David Hinson on March 29.

Turn to page 3 for details.

Highlights from page 1

that include coordinating the activities of the quality action teams and other FAA Olympic planning groups, and serving as the focal point for outside contacts concerning the Olympic games and directing them to the appropriate quality management board member or quality action team.

The Olympics will be held in Atlanta, GA, July 20 through August 4, 1996.

High Honors. Several FAAers recently traveled to Richmond, VA, to honor Kenneth Rowe, retiring Director of Aviation for the State of Virginia.

Quentin Taylor, Deputy Assistant



Deputy Assistant Administrator for Airports Quentin Taylor presents Kenneth Rowe, retiring director of aviation for the state of Virginia, with the FAA's Distinguished Service Award.

Administrator for Airports, presented Rowe with the FAA's Distinguished Service Award on behalf of FAA Administrator David Hinson. It is the agency's second highest award to recognize persons outside the FAA.

Director of the Office of Airport Planning and Programming Paul Galis, also recognized Rowe's contributions with an award on behalf of the office of the Assistant Administrator for Airports.

A Real Sweetheart. Former Executive Director for Strategic Initiatives Joe Del Balzo recently honored forty residents of the Greenleaf Senior Citizen Center in Washington, DC, during a Valentine's Day reception at FAA Headquarters.

As part of the "Sweetheart Program," Del Balzo recognized the senior citizens for their accomplishments in the community.

The FAA's Volunteer Committee collected and wrapped gifts of cologne and other personal grooming items, which were presented to each of the guests.

The committee also recognized Del Balzo for his outstanding support of the DOT Senior Citizen Outreach Program.

Software Maintenance. Dennis Turner, deputy director of the Software Engineering Directorate, U.S. Army Communications and Electronics Command, Fort Monmouth, NJ, recently spoke to FAAers on software maintenance as part of the agency's Software Engineering Forum.

Turner began by saying that the Army avoids the use of the term "software maintenance," because it promotes an error correction view. Instead, he told the audience, the Army refers to software maintenance as post-deployment software support.

This includes the development of software corrections and enhancements; development and fielding of emergency changes for high priority field problems; replication, distribution, and control of software media for fielding of new versions and replacement of failed media; and on-site field support to assist users with the operation of software, and provide training for new software capabilities.

Turner told the audience that "software development is extremely labor intensive," however, there is a shortage of software engineers in both the industry and government work forces.

He also spoke to the group about Ada—a software engineering language—saying that it "allows early detection of errors, encourages a focus on architectural designs and struc-

ture, facilitates team communication, and provides support for systems using concurrent features."

The next Software Engineering Forum is scheduled for Wednesday, April 13. For additional information, contact Shirley Ginwright, ASE-600, (202) 287-2643.

Constructive Criticism. A recent report on the Advanced Automation System (AAS) program released by the DOT's Office of Inspector General revealed that, although the Defense Contract Audit Agency (DCAA) has continued to identify numerous deficiencies in IBM's cost estimating system, the FAA and IBM have not taken adequate corrective action.

Four areas were identified in the report that could lead to future cost growth in the program. They include the planned schedule of testing, acceptance, and software updates; a revised strategy to proceed with only limited consolidation of FAA facilities; the need to provide continuous operations backup capability; and other program costs, such as the cost to develop and integrate other programs with the AAS.

Also identified were three areas which could lead to future schedule delays—a tight testing schedule; adding new functional and performance requirements or modifying existing requirements; and the sale of the IBM Federal System Company.

Flight Check. The Government Printing Office stock number for the booklet *Flight Check! The Story of FAA Flight Inspection* was incorrectly printed in a recent issue of the Headquarters *Intercom*.

The correct number is S/N 050-007-01010-9. The cost is \$11.

Copies of the book can be purchased at any Government Printing Office bookstore.

Criminal Prosecution. The first joint Drug Enforcement Administration and FAA criminal prosecution for the transportation of hazardous materials—in this case phenacyclidine,



Dennis Turner

or PCP—was recently a success in Missouri.

The guilty party flew from Los Angeles, CA, to St. Louis, MO, on board a TWA aircraft, with 16, 32-ounce bottles of PCP mixture sealed with duct tape in his checked luggage.

The defendant was sentenced to 14 years for possession with the intent to distribute the PCP, and five years for transportation in air commerce of hazardous materials.

False Certification. A Syracuse, NY, man recently received a 14-month

sentence for falsely certifying helicopter parts as being airworthy, according to the DOT's Office of Inspector General.

Robert Morse, president of Morse Aero, Inc.—an aircraft repair shop—

spliced welded tips to two different helicopter blades, falsely certified them as being airworthy, and falsely certified the time-in-service of those and other helicopter parts.

Morse's conviction is the latest of 39 individuals and corporations convicted as a result of the Inspector General's nationwide effort to combat the problem of substandard, counterfeit, and bogus parts in the aviation industry.

Twenty-seven persons have been sentenced to 26 years imprisonment and \$23.5 million in fines, restitutions, and other court ordered payments.

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.

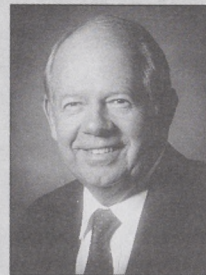
But don't wait until the last minute. Get items in as soon as possible.

Bring them to room 909B or call x73441.



Facing The Future

Dialogue with the Administrator



Employees with questions about the future of the agency can pose them directly to FAA Administrator David Hinson on March 29.

In a unique, first-of-its kind live satellite broadcast, the Administrator will personally answer questions from FAAers across the country. From the Headquarters auditorium, Hinson will first address employees on issues such as buyouts/early outs, the corporatization of the air traffic control system, and various streamlining initiatives. Then, in addition to taking questions from the audience, FAAers in field facilities can call in on a special phone line.

Two sessions are scheduled for that date, the first from 12:30 to 1:15 p.m. The second, which will be the satellite broadcast, is scheduled from 2 to 3:30 p.m. Employees will be admitted on a first-come, first-served basis.

The broadcast can also be viewed on FAA's in-house television station. At Headquarters, it can be seen on channel 2.

Distance Learning

Moving Ahead with Plans to Improve Agency Training

The distance learning initiative is still on a fast track at the FAA, according to the Office of Training and Higher Education.

Distance learning provides training via satellite, which reduces costs and cuts down on travel, while still allowing interaction between instructors and students.

The Distance Learning Program Master Plan—which was recently released—outlines the framework necessary to establish the program, and to successfully implement it for fiscal years 1994 through 1997. The plan also calls for the development of an evaluation plan and tools to assist in tracking the quality and cost of training delivered through distance learning.

The FAA's distance learning management team recently completed their Media Selection and Cost report, which includes an analysis of 32 technical training courses delivered in residence at the FAA Academy and four management courses conducted by the Center for Management Development. The analysis determined that a significant

percentage of the courses could be either partially or totally converted to distance education using teleconferencing—one-way video and two-way audio—or computer-based training with multimedia. This conversion could save the agency several million dollars.

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Flightplan

Fun Flights. The Fun Flight Flying Club, Inc. is looking for certified flight instructors for their ultralight instruction program.



One of the club's training aircraft.

Interested applicants should send a resume along with three references, and photocopies of the last page of their logbook, medical certificate, and license, to Fun Flight Inc., 5568 General Washington Drive, Alexandria, VA, 22312.

For more information, contact Bruce Peters, (703) 751-5445.

National Conference. The Professional Women Controllers 16th

National Conference will be held *Thursday through Sunday, April 14 through 17*, at the McLean Hilton, McLean, VA. The theme of this year's conference is "Mosaic of Our Lives."

The conference will begin with a visit to the FAA's Washington Headquarters, where Deputy Administrator Linda Daschle will speak to attendees. Topics of discussion during the event will include the FAA's Strategic Plan; new equipment, procedures, and change; and the impact of globalization.

For more information or a registration package, contact Kate Beebe, Washington Conference Chair, (202) 267-9234.

Single Parents. The Headquarters Employee Assistance Program is forming a single-parent support group to provide mutual helping relationships, as well as practical and emotional support.

Interested FAAers may contact the Employee Assistance Program, (202) 267-3945, for more information.

Retirement Information by Phone

An interactive phone system has been established by Human Resource Management to provide an easy-to-use source of retirement annuity estimates for FAA employees.

The toll free number is 800-888-4412. It is available 24 hours a day.

A written estimate will be mailed to the employee's home the next business day.

Employees are reminded to have their most recent statement of earnings and leave available when calling.



Back on Track *from page 1*

completed next month and is expected to "provide an in-depth analysis of work completed to date and a prognosis for the program."

The results of the 45-day review—announced at a recent Washington, DC, press briefing—revealed that "if the program is permitted to continue on its present course, costs could range from \$6.5 to 7.3 billion, and substantial additional delays could be incurred."

Calling the results of the interim report "unacceptable," Hinson vowed to take actions to address the serious concerns with the AAS.

"Consistent with my commitment to Secretary Peña when I was confirmed as FAA Administrator in August, I cannot allow the report's troubling predictions to become a reality," said Hinson.

In addition to replacing AAS senior managers, Hinson said the agency will focus on a number of actions to address the serious concerns with the program during the next several months.

Hinson reported that a senior-level technical team will re-evaluate all of the elements of the program. The analysis, Hinson explained, will revalidate the

need for particular requirements and assess the benefits they provide. "This will be an important base line for the new program manager," said Hinson.

Hinson also announced that, effective immediately, work on the Area Control Computer Complex would be suspended. "While current work on this segment is limited, the cost and schedule report identifies this segment of the AAS program as having the most dramatic potential for cost growth."

Hinson said he plans to meet with the contractor "to underscore the immediate need for their commitment to improved performance and their participation in restructuring the program." He also said in the switch from IBM to the Loral Corporation, "the government must be afforded appropriate performance guarantees and commitment to adhere to schedule and cost estimates."

Hinson was quick to point out that the \$2.3 billion already spent on the program is "money well spent." He said "the hardware and software will serve as the fundamental base for the continued development of the program."



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



Aviation Forecast *Competing in a Global Environment*

In a recent speech at the 19th Annual Commercial Aviation Forecast Conference, FAA Administrator David Hinson told the audience that "strong government leadership is essential to revitalizing the aviation industry."

During the conference, the agency presented its aviation projections for the next 12 years. Hinson noted that the forecasts indicate that "domestic enplanements for U.S. carriers will in-

crease by 3.2 percent in 1994, four percent in 1995, and average a 3.5 percent growth over the 12-year forecast period. This is not as much as we would like," he said, "but a welcome improvement from the very slow growth of the past six years."

The Administrator explained that the forecasting process combines powerful statistical models with the most current
turn to Forecast on page 5

Time for a Change

Hinson Announces Replacement of the Agency's Executive Board

A new management board has been established to replace the agency's existing Executive Board, announced FAA Administrator David Hinson.

The new board, which will meet every Wednesday, represents the FAA's major disciplines and work forces, from both an operational and

executive oversight perspective. It will be responsible for implementing, evaluating and overseeing the strategic plan, and providing executive oversight to tactical issues that are national in scope and require commitment across organizational lines
turn to Executive Board on page 3

Highlights

Retirement Update. In the March 15 issue of the Headquarters *Intercom*, FAA Administrator David Hinson advised employees that the FAA would probably offer early retirements beginning mid-March. The agency had hoped that the buyout legislation would have passed in the meantime, and that it would be able to open a window for early outs and buyouts at the same time. At the time *Intercom* went to press, however, Congress had still not passed the law authorizing buyouts.

The FAA decided, therefore, to open the window for early retirements beginning March 14. The agency expects the window to remain open for the rest of this fiscal year. If buyout legislation is enacted which attaches significant costs for early retirements, the FAA may close the window sooner.

To be eligible for early retirement, employees must meet the age and service requirements—20 years of service at age 50, or 25 years of service at any age—and be in a position for which early out is offered.

EEO Awards. Twelve FAAers from across the country were recently honored with the "FAA Administrator's Award for Excellence in Equal Employment Opportunity."

Turn to page 4 to find out who they are.

New Appointment. Barry Valentine, a decorated pilot with over 30 years of experience in aviation and government, has been named assistant
turn to Highlights on page 2

Highlights *from page 1*

tant administrator for Policy, Planning, and International Aviation.

In his new position, Valentine reports directly to the administrator. He is responsible for the agency's long-range strategic planning and setting national and international aviation policies, goals and priorities. The position also includes setting national environmental and energy policy.



Barry Valentine

From 1987 to 1991, Valentine served as airport manager for the Portland International Jetport. As manager of the Northern New England commercial service airport, he oversaw the entire operation of the facility. He served as director of aeronautics for the Maine Department of Transportation from 1983 to 1987.

Most recently, Valentine served on the U.S. Senate Select Committee on POW/MIA affairs from 1992 to 1993.

An avid aviator, he first soloed at age 16, and has logged 3000 hours, including 1000 hours of combat time, in over two dozen types of aircraft ranging from single-engine lightplanes to multi-engine jet transports.

Valentine received a bachelor's degree in management engineering in 1966 from Rensselaer Polytechnic institute in Troy, NY.

Staffing Plans.

Tony Broderick, associate administrator for Regulation and Certification, recently testified before the House Committee on Public Works and Transportation, Subcommittee on Aviation, concerning the FAA's fiscal year 1995 operations budget and associated staffing plans.

"By 1995," Broderick said, "the FAA will streamline its work force,



Tony Broderick

resulting in a reduction of 2,015 full time equivalents." However, to meet safety requirements, the agency is requesting an increase of 305 in the aircraft certification and safety inspector work force. "This increase is intended to help us meet growing international obligations and an increasing aircraft manufacturing workload."

He also noted that the contract tower program would permit "a slight reduction in the FAA's request for air traffic controllers, from 17,523 in fiscal year 1994, to 17,300 in fiscal year 1995."

For fiscal year 1995, the agency is ahead of schedule in meeting the targeted reduction of federal employment.

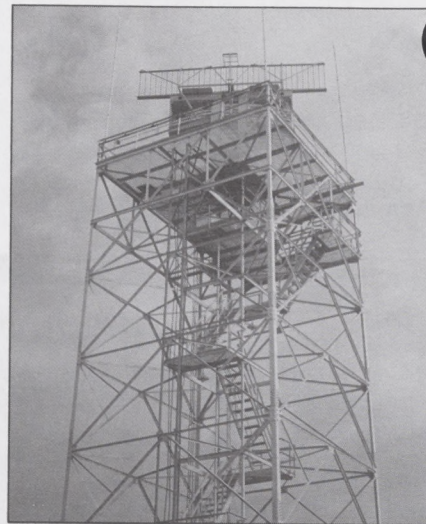
"I can assure you," Broderick said, "that safety will remain our foremost consideration as we adapt to the challenge of the increased effort to achieve fiscal restraint throughout the federal sector."

Mode S Upgrade. The FAA commissioned its first monopulse beacon radar this month by upgrading the software in the Mode S sensor at Orlando International Airport. The system—originally commissioned in the interim beacon interrogator mode—now boasts a surveillance capacity that is unparalleled in the rest of the National Airspace System.

This is a second "first" for Orlando, since they were the first to commission Mode S equipment in the interim beacon interrogator mode.

While the older air traffic control radar beacon system uses a barrage of interrogations and requires 16-20 replies to determine accurate position information, the monopulse technique obtains position information from a single transponder reply.

The Mode S program's incremental deployment approach is getting certain beneficial functions on-line, rather than waiting on end-state Mode S. The deployment of interim beacon interrogator sensors has provided relief to several sites that had been operating with vacuum type-type beacon radars. To



Mode S antenna at Orlando International Airport.

date, the FAA has commissioned 20 radars in the interim beacon interrogator mode.

Future software releases will add functionality for data link applications, an improved interface with the Remote Maintenance Monitoring System, correlation of target data and track generation for advanced automation, Mode S at enroute sites, and the ability to service up to 700 users at a time.

Seeking Memorabilia. The Aeronautical Center's Registry Quality Circle Resource Group is seeking aviation memorabilia to enhance the decor of the new Registry Building in Oklahoma City, OK.

The theme of the project is "Civil Aviation Pioneers," and the group is particularly interested in articles and photographs of persons who contributed to civil aviation, such as Charles Lindbergh, Amelia Earhart, Wiley Post, Wilbur and Orville Wright, and Bessie Coleman.

Also wanted are photographs of pioneer aircraft such as the Wright Flyer, Spruce Goose, and the "Spirit of St. Louis." Aviation books, aircraft models, and other aviation items are also being solicited for exhibition in a locked display case in the new building.

Recognition will be given to persons who donate material. Items not selected will be returned to the owner.

Employees interested in donating items may contact Sharon Mellinger, (405) 954-7079; Linda Ayach, (405) 954-7988; Carlisa Jacobs, (405) 954-3875; Gloria Farnstrom, (405) 954-3795; or Rojean Rich, (405) 954-3205.

Happy Birthday. Concorde—the world's only supersonic passenger aircraft—is celebrating its 25th birthday of flight this month.

The aircraft—at \$1000 and more per trip—is the most popular with the rich and famous who are in a hurry to arrive at their destination.



An Air France Concorde at Dulles Airport.

There are 12 of these supersonic jets in operation today. Flown by British Airways and Air France, these jets can fly around the world in less than 33 hours, but can carry only 100 passengers apiece.

The Concorde cost \$2.8 billion to develop in the early 1960's, and experts have estimated that a successor to the aircraft would cost up to 10 times as much today.

Telephone Coordinators. The Space and Administrative Telecommunications Branch, AAF-51, reminds FAAers to contact the telephone coordinator in their organization for issues involving AT&T federal calling cards, mobile phones, and pagers.

Employees who do not follow this policy will be held accountable for any agreements they make with vendors.

Space and Administrative Telecommunications Branch employees are the *only* ones designated to contact vendors for these services.

For more information or questions, contact Edye Stewart, x77944.

We Made It Happen



Assistant Administrator for Civil Aviation Security Cathal Flynn recently presented FAA Administrator David Hinson with the Chairman's Award, recognizing the outstanding generosity of Headquarters FAAers during the Combined Federal Campaign. The award recognizes organizations who have given at least \$100 for each employee, and had at least 75 percent participation. According to Flynn, "In Headquarters, we exceeded our goal by 116 percent. Our average gift was \$132, and 81 percent of employees participated in the campaign." Employees in the Office of the Associate Administrator for NAS Development contributed the most—almost \$44,000. The plaque will be displayed in the lobby of the Headquarters building.

Executive Board *from page 1*

to ensure accomplishment. Members include the FAA Administrator; deputy administrator; executive director for System Operations; associate administrators for Air Traffic, Airway Facilities, and Regulation and Certification; executive director for System Development; associate administrator for System Engineering and Development; Chief Counsel; assistant administrator for Policy, Planning, and International Aviation; assistant administrator for Airports; assistant administrator for Budget and Accounting; and assistant administrator for Human Resource Management.

The assistant administrator for Public Affairs, as well as Government and Industry Affairs, will be called on regularly to advise the board. In addition, other Administrator's Management Team members may be called in on an ad hoc basis to take part in board deliberations as issues warrant.

With the creation of the new board, Hinson said that he would not make any major organizational changes within the FAA at this time—although he reserved the prerogative to make changes within the FAA's Washington Headquarters to permit more effective management.

Hinson complimented the Executive Board for "its fine work over the last year," saying that "because of the

board, we have a strategic plan which sets forth the agency's vision, mission, values, and goals. This work will stand us in good stead as we move forward."

Hinson said that even though a team chartered by the old Executive Board proposed several organizational alternatives, "it would be counter-productive to consider reorganizing while we are reducing staff and supervisor-employee ratios, implementing the soon-to-be published strategic plan, and proposing a corporate structure to provide air traffic services."

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Agents of Change

12 FAAers Honored with Administrator's Awards for Excellence in EEO

Turning the spotlight on 12 FAAers from across the nation, FAA Administrator David Hinson lauded them for their Equal Employment Opportunity accomplishments.

Hinson handed out the "Administrator's Award for Excellence in Equal Employment Opportunity" laurels at the recent 17th annual ceremony at FAA Headquarters on March 14.

When introducing the recipients, Hinson said, "they all know how to work the system to make things happen. They have the skill of a black belt in using the organization's own strength to score a

win. And that ability will be of enormous importance to us during the months ahead...as we try to make our organization more responsive and accountable."

He also noted that the EEO program "has become a training ground

for agents of change."

Among those being honored were five FAAers in supervisory positions. Hinson emphasized that they were being recognized for their proven ability to manage change which, he said, is "critically important to managerial success."

Hinson said that the other award recipients, through their individual records of achievement, "prove to us that the power to bring about change is not limited to those at management levels."

Recipients of the 1993 superior achievement awards include:



1993 superior achievement award recipients.

William Behan

*System Plans and Programs Division Manager
Air Traffic Requirements Service
Washington Headquarters*

Racior Cavole

*Airport Certification Safety Specialist
Central Region*

Connie Coleman-Lacadie

*Secretary
Northwest Mountain Region*

Joan Cooper

*Assistant Program Manager
Hawthorne Flight Service Station
Western-Pacific Region*

Courtney Dudley

*Computer Scientist
Technical Center*

James Haight

*Regional Administrator
Central Region*

Kathleen Heet

*Air Traffic Control Specialist
Western-Pacific Region*

Richard Newman

*Air Traffic Control Specialist
Technical Center*

Billy Peacock

*Assistant Manager
Air Traffic Division
Southern Region*

Margaret Powell

*Airway Science Curriculum Program Manager
Office of Training and Higher Education
Washington Headquarters*

Roslynn Lee Reed

*Program Analyst
Office of Civil Aviation Security
Washington Headquarters*

James Sparks

*Office of Facility Management Director
Mike Monroney Aeronautical Center*

Unapproved Parts

Not a Trivial Matter at the FAA

Audit reports on the FAA's certification and surveillance of domestic and foreign repair stations, as well as the agency's parts manufacturer approval process, were recently released by the DOT's Office of Inspector General. Both reports showed "significant findings concerning suspected unapproved aircraft parts."

After auditing both domestic and foreign repair stations, the inspector general concluded that "FAA-approved repair stations performed repairs for U.S. registered aircraft using aircraft parts of unknown design, quality, and origin, and may not have been in compliance with federal maintenance regulations." It was also determined that repair stations were using "outdated repair manuals, substitute parts not approved by manufacturers, and parts repaired by subcontractors not approved

by the FAA."

The inspectors general's report on the parts manufacturer approval process identified a "systemic problem of manufacturers producing and selling replacement aircraft parts outside the FAA criteria, and determined that inventories of aircraft parts were contaminated with parts of unknown origin and unknown quality."

In response to the reports, Associate Administrator for Regulation and Certification Tony Broderick said that "this is not a trivial matter, but it is not a pervasive problem in the industry." He went on to point out that since 1989, the FAA has been notified of 859 cases of suspected unapproved parts, only seven of which required corrective action. None of the cases involved commercial or commuter airlines.

He also noted that "more than 99

percent of the cases had no safety impact," and that an unapproved part has never been cited as the cause of a commercial or commuter airline accident.

These audits are the seventh and eighth in a series of Office of Inspector General reports examining FAA's oversight of aviation maintenance and enforcement of requirements prohibiting the use of unapproved parts on aircraft.

The OIG will soon release a study of the FAA's ability to respond quickly to reported aircraft maintenance and design problems. To date, inspector general criminal investigations concerning bogus parts in aviation have resulted in 83 indictments—31 since the beginning of fiscal year 1994—40 convictions, 29 years of imprisonment, and \$24 million in fines and restitutions. OIG investigations concerning over 100 other bogus parts cases are ongoing.

Forecast from page 1

economic and industry assumptions, a data base that reflects the agency's 35 years in the business, and the most informed judgments about what may happen in the future.

"When it comes to accuracy," Hinson said, "our forecasts rank among the best."

As an example, he pointed out that "ten years ago, we predicted that between 1982 and 1993, U.S. domestic enplanements would grow by 59.3 percent, reaching a total of 462 million passengers." The actual growth was 60.4 percent—a variance of only eight-tenths of one percent (0.8). "That's astonishingly accurate for a 10-year period."

With regard to the Global Positioning System, Hinson said, "from a technical standpoint, I believe that GPS will be the only system we will need to safely and efficiently manage our airspace. From the standpoint of economics and public policy, I believe that it's the only system that makes sense."

He also spoke briefly on the issue of corporatization, specifically the value of running the FAA as a government corporation. "As an agency, it is essential that we learn to quickly accommodate the rapidly shifting needs of an indus-



'Strong government leadership is essential to revitalizing the aviation industry'

David Hinson
FAA Administrator

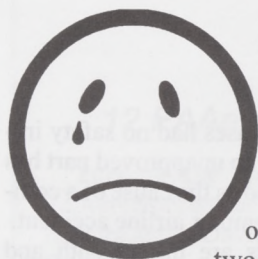
try in transition," said Hinson. "Such agility does not come easily to a bureaucracy, but we've got to master the art of keeping in step with our partners, even when the band keeps changing its tune." He said that a "government corporation would

allow us to upgrade equipment much faster, to hire people when we need to and put them where we need them."

DOT Secretary Federico Peña, who also addressed the group, said that the FAA's air traffic control system is currently limited by a "dense tangle of rules and constraints...for procuring new equipment, for financing itself, and for hiring, training, and deploying skilled personnel." He said, "piecemeal reforms just won't work." The answer, he said, is "bold, fundamental reform"—the creation of a corporate FAA with federal oversight to manage air traffic control. "Safety will remain paramount," stressed Peña, "only it will be enhanced through better technology."

The annual aviation forecast is the best attended of any FAA-sponsored event.

For a more detailed description of the forecast, see the April issue of *FAA World*.



Signs of Distress

EAP Advises FAAers on Recognizing Suicidal Tendencies

If you respond to even one of the next two statements incorrectly, you need to read on, according to the Employee Assistance Program (EAP).

True or False

→ People who talk about killing themselves are not the ones who commit suicide. If you think someone is talking about suicide only to get attention, then the best thing to do is ignore the suicidal threats.

→ Most people who attempt suicide are certain they want to die. If someone appears determined to kill themselves, there is nothing that anyone can do about it.

Both of the above statements are **false**.

The Employee Assistance Program advises FAAers that suicide awareness may help save the life of a friend, family member, or even themselves.

Eight out of ten suicidal people give definite warning signs of their suicidal intentions. Common signs include talking about or threatening suicide; depression; sudden energy following depression; loss of an important ideal or self-esteem; giving away possessions and saying goodbye; and themes of death in the person's writing or art.

Most suicidal people feel ambivalent about dying, says the EAP. They feel hopeless and believe that they can no longer deal with their problems and see suicide as their only option. Once it is determined that someone is a danger to themselves, the appropriate resources should be contacted. It could be an EAP counselor, teacher, minister, suicide hotline counselor, or family member.

Adolescence is a particularly turbulent and stressful time—more than half a million high school students attempt suicide nationwide each year. Losses, such as a romantic breakup, moving, or quitting a team, can erode a teen's sense of ability to cope. Pressures resulting from grades, peers, and parents, and concerns about family problems and career plans, can also be contributing factors. Depression is common among teens, who may be embarrassed to talk about their feelings, or lack the emotional energy to seek help. When appropriate, a mental health professional—such as your EAP—should immediately be contacted for guidance.

For guidance on the prevention of a potential suicide, employees may contact the Employee Assistance Program in the health clinic, room 327, x73945, or by calling Personal Performance Consultants, 1-800-234-1EAP.

Retirement Information by Phone

An interactive phone system has been established by Human Resource Management to provide an easy-to-use source of retirement annuity estimates for FAA employees.

The toll free number is 800-888-4412. It is available 24 hours a day.

A written estimate will be mailed to the employee's home the next business day.

When calling the interactive voice response system, employees need to enter their social security number to protect the confidentiality of their personal data.

Employees are also reminded to have their most recent statement of earnings and leave available when calling.



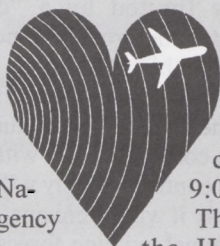
Healthbeat

Diabetic Lecture.

There will be a lecture on diabetes on *Wednesday, March 30*, from 11:30 a.m. to 12:30 p.m. in the clinic, room 327.

A representative of the National Voluntary Health Agency will make the presentation.

All FAAers are invited to attend.



Cancer Information.

Displays, literature, and videos about cancer will be available on *Tuesday, April 5*, in the clinic, room 327, from 9:00 a.m. to 2:00 p.m.

The event—sponsored by the Health Awareness Program—is open to all Headquarters employees.

People

Leave Donations. Veronica Stover, Human Resource Management Division, is an eligible recipient for the FAA's leave donor program.

Stover is expecting twins in May. She has been placed on bed rest due to complications with the pregnancy, and will soon exhaust all of her leave.

She has been with the agency for over three years, working as a personnel assistant in the Operations Branch.

Anyone wishing to donate annual leave can contact Barbara Ullom, AHR-150, x77608, to obtain a leave donation form.

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 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., conference room 408. Next meeting: *April 12*. Contact Al Kaulia, x78317.

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 8ABC. Next meeting: *April 5*. Contact Marcia Adams, x73488.

FWPC. The Federal Women's Program Committee meets the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Next meeting: *April 6*. Contact Marcia Adams, x73488.

Headquarters EPG. The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m. Next meeting: *April 14*. Contact Ralph Randall, x78903, or Bruce Henry, x79216, for meeting location.

Hispanic Coalition. The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon. Next meeting: *April 6*, room 5A. Contact Francisco Estrada C., 287-8558, or Rose Millar, x79005.

International Training. The Federal Aviation Club, International Training in Communication, meets *every Wednesday* from 12 noon to 1 p.m.

The group provides instruction on how to communicate effectively, build self-confidence, and stimulate the exchange of ideas. All efforts will be constructively evaluated by the group.

Contact Maria Lancaster, x73746, or Sylvine Blackwell, (202) 529-2573, for meeting location.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, from 12 noon to 1 p.m., in the MOC room. Next meeting: *April 14*. Contact Henry Butler, x79388.

Quality Meetings. The FAA Headquarters Quality Network meets the *first Tuesday* of each month from 2 to 3:30 p.m., conference room 8ABC. Next meeting: *April 5*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m. Next meetings: *April 5* and *April 19*, conference room 5B. Contact Valerie Kulhanek, x73318, or Steve Black, x79094.

Volunteer Committee. The FAA Volunteer Committee meets the *second Tuesday* of each month at 11:30 a.m., in conference room 812-C. Contact Margaret Powell, x67037.

Building Bulletin Board

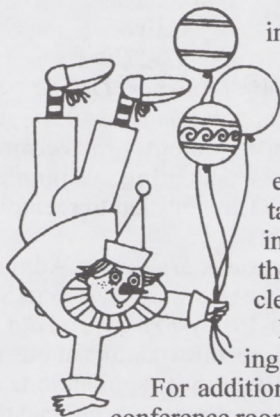
Party Time. FAAers desiring to use general purpose conference room space for parties and baby showers must first contact the Facilities Management Branch.

The request for space must be in writing and include a signed statement of responsibility from the requester.

The Facilities Management Branch reminds employees that it is unacceptable to tack decorations to walls, ceilings or furniture. Those who use the space are also responsible for cleaning up.

Barrels can be provided by calling the PRIDE line, x77433.

For additional information on the use of conference room space, contact Sarah Proctor or Ladora Armbrister, x78299.



Poster Space. All FAAers and employees of other organizations in the Headquarters building are advised that all requests for use of building space for poster display must be submitted to the Headquarters Facilities Management Staff, AAF-52, for approval.

The request must be on General Services Administration Form 3453, and be submitted at least three days before the desired display date. Once approved, the poster should be immediately brought to room 115.

Acceptable poster size is 18 x 29 inches for a small poster, and 30 x 40 inches for a large one. Handmade posters will not be accepted.

There is a limit of three posters per event, each month. The time of display in the lobby and the second floor is not to exceed five working days; however, if space is available, five additional days in the same month may be used.

The requesting organization is responsible for retrieving posters from room 115 within five days after the event. They will be discarded after that time.

Flightplan

WalkAmerica. The official FAA kick off event for WalkAmerica is scheduled for *Tuesday, March 29*, in the Headquarters lobby.

March of Dimes WalkAmerica Walk for Healthier Babies

The DOT/FAA Volunteer Committee is sponsoring the agency-wide walk-a-thon for the March of Dimes on *Sunday, April 24*. The event will raise money for medical care to help save America's sick babies.

The walk—which averages six to 10 miles—begins at 9 a.m. on the mall.

The committee is looking for team captains, walkers, and supporters. A team can be two or more people.

Interested employees may contact Rita Nelson, x78037, for more information.

Ground School. The FAA Flying Club will conduct private pilot ground school on *Tuesdays and Thursdays from April 5 through June 2*.

Classes are held from 6 to 9 p.m. in the FAA Headquarters building, conference rooms 8AB.

Topics include flight theory, engines, air traffic control procedures, communications, weather, federal aviation regulations, and other pertinent subjects.

The club will also offer instrument ground school on *Wednesdays from April 6 through June 2*, 6 to 9 p.m.

The cost for either class is \$175. Interested employees can register at the first class session using a check or money order.

For more information, contact Rachel Tretchick, (301) 779-4039.

National Conference. The Professional Women Controllers 16th National Conference will be held

Thursday through Sunday, April 14 through 17, at the McLean Hilton, McLean, VA.

The theme of this year's conference is "Mosaic of Our Lives."

The conference will begin with a visit to the FAA's Washington Headquarters, where Deputy Administrator Linda Daschle will speak to attendees. Topics of discussion during the event will include the FAA's Strategic Plan; new equipment, procedures, and change; the impact of globalization; and effective ways to deal with difficult people.

For more information or a registration package, contact Kate Beebe, Washington Conference Chair, (202) 267-9234.

Software Engineering. The second Software Engineering Forum—sponsored by the Software Engineering Specialty Group, ASE-600—will be held on *Wednesday, April 13*, from 9 a.m. until 12 noon in the Headquarters auditorium.

The forum's theme is "Software Evaluations."

The event will include panel discussions on software capability evaluations, software process evaluations, and acquisition self-assessments.

Panel members will consist of representatives from the FAA, Department of Defense, National Aeronautics and Space Administration, and industry.

Employees are also invited to join the Software Engineering Specialty Group to discuss evaluations that will assist in the identification and reduction of software risks.

For more information on joining the group, or to register for the forum, contact Shirley Ginwright, ASE-600, (202) 287-2643.

Satellite Seminars. The FAA's Office of Human Resource Development, in coordination with the U.S. Chamber of Commerce, is presenting a series of satellite training seminars open to all FAAers.

On *Tuesday, April 5*, from 1 to 3 p.m. in the FAA auditorium, Dr.

Stephen Covey—author of *The Seven Habits of Highly Effective People*—will present a seminar called "Beyond Principle Centered Leadership: Empowerment."

On *Tuesday, May 17*, from 1 to 3 p.m. in the auditorium, Dr. James Belasco—author of *Teaching the Elephant to Dance* and *The Flight of the Buffalo*—reveals how to use "performance interlock" and "scoreboarding" processes for implementing a customer-based quality initiative.

Seating for both seminars is on a first-come, first-served basis.

For more information, contact Kris Daniel, (202) 366-5316.

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-93/23/P-5

Chief, Interpretation Section

PC-93/24/P-4

Language Officer

(Translator/Reviser)

PC-93/26/P-4

Air Transport Officer

PC-93/28/P-4

Chief, Cartographic Unit

Bangkok

PC-93/25/P-3

Technical Officer, Rules of the Air, Air Traffic Services and Search and Rescue

Cairo

PC-93/27/P-4

Air Transport Officer

Initial appointments are three years for all assignments. Government employees accepting assignments with ICAO are entitled to reemployment rights.

Applications are due in Administrative Systems and Overseas Support, API-19, by *Friday, April 8*.

For more information about salary, qualifications, applications and benefits, employees can contact their servicing personnel office, or API-19, (202) 267-9085.



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

Headquarters Intercom

Polar Star '94

See story on page 3



Special Agent Darrel Mixon shows Charlene Derry, Alaskan Region's International Office liaison, what it's like to be on the receiving end of a terrorist attack during the Polar Star '94 exercise.

Stronger Partnership

Deputy Administrator Announces Plan to 'Re-energize' General Aviation

Pledging to forge a stronger partnership with general aviation, FAA Deputy Administrator Linda Daschle announced a multi-year strategy to help the industry survive and grow.

Daschle, who announced the plan at the General Aviation Forecast Conference in San Antonio, TX, outlined a broad range of initiatives to lower the cost of flying for the general aviation community, boost safety and technology, and guarantee fair and equal access to airways and airports.

She said the FAA's revised General Aviation Action Plan represents a team effort between government

and industry. "This is not just a plan, it's a partnership."

Daschle said the new plan will help promote an economic upturn in general aviation. "This optimism is not based on a single event, but on the momentum we have seen building in the past year to re-energize the industry," Daschle said. "Make no mistake about it, FAA Administrator David Hinson and I are determined to work with you to keep this momentum going."

Daschle also stressed the importance of the Clinton Administration's

turn to **Partnership** on page 4

Highlights

High-Level Lunch. FAA Administrator David Hinson is inviting employees to join him for lunch. For more information, turn to page 3.

Buyout Update. At the time *Intercom* went to press, the buyout legislation had been passed by both Houses of Congress and had been sent to the President for signature.

The FAA plans to open the buyout window as soon as possible for a period of 30 days. Buyouts will be paid to the first 2,500 employees who retire. Preference will be given to those who *retire* first, instead of those who *apply* first. This is to encourage those who wish to retire to do so sooner, rather than later, to maximize the savings this fiscal year. Buyouts will also be paid to persons who resign—there is no limit for resignees.

All employees should have received a memo dated March 23 which provided facts and conditions for the buyout, a buyout application form with instructions, and a coverage chart. Additional copies are available in an employee's servicing Human Resource Management Division.

Airport Post Filled. Cynthia Rich, an aviation professional with more than 14 years experience in airport administration, including planning and policy development and implementing capital improvements, was recently named assistant administrator for Airports.

Rich reports directly to the Administrator, and is responsible for national airport planning—including safety standards, design, and engineering. The

turn to **Highlights** on page 2

Highlights from page 1

office also administers the \$1.7 billion federal airport grant program and the passenger facility charge program.

Prior to her appointment, Rich held top-level positions at Cleveland's Department of Port Control, which oversees Hopkins International, a medium hub airport, and Burke Lakefront Airport, a general aviation facility.

She served as the department's assistant director and was comptroller from 1979 until 1990.

Since 1990, she served as the director of the department.

Rich is a summa cum laude graduate of Kent State University, Kent, OH, where she majored in accounting. She became a certified public accountant in 1978.

Quiet, Please. DOT Secretary Federico Peña, along with Department of Interior Secretary Bruce Babbitt, recently announced their intention to press forward in limiting noise from air tours at the Grand Canyon and Hawaii, as well as other national parks.

An advanced notice of proposed rulemaking was issued, seeking public comment on general policy and specific recommendations for voluntary and regulatory actions to address the effects of aircraft overflights on national parks.

According to FAA Administrator David Hinson, the agency "will be doing business in a new way, and we believe we can provide air access to these great national resources while ensuring a quality experience for park visitors."

An interagency working group has been formed to explore ways to limit or reduce impacts from overflights over national parks.

Peña said, "the air tour industry is important and we believe it can thrive while reducing noise which disrupts the beauty and serenity of our national parks. After all, if we can't enjoy peace and quiet in our national parks, where can we?"



Federico Peña

Comments on the notice may be sent to the FAA, Office of Chief Counsel, AGC-200, Docket number 27643, 800 Independence Avenue, SW, Washington, DC, 20591. They must be received by June 16, 1994.

Fee Dispute Resolved. The governments of the United States and United Kingdom recently announced the settlement of a long-standing dispute regarding overcharges to U.S. carriers at London's Heathrow Airport between 1983 and 1989.

According to the settlement, the U.K. has agreed to pay the U.S. government \$29.5 million in damages. The charging system at Heathrow will also be changed to make it more equitable to U.S. carriers.

The settlement was reached after an international arbitration panel ruled that the U.K. had failed to use its best efforts to ensure that charges at Heathrow were just and reasonable.

In addition to the cash payment and reforms in the airport's fee system, the U.K. also agreed to drop claims it had filed against the U.S. regarding fees at U.S. airports. The U.S. agreed to encourage its airports to consult with airline users in setting airport fees.

Town Meeting. As part of the Clinton Administration's air traffic control reform effort, DOT Secretary Federico Peña recently held a town meeting for air traffic controllers from the Baltimore-Washington area, at the Best Western Hotel in Leesburg, VA.

Peña briefed the controllers on the Administration's effort to corporatize the air traffic control system as a means of protecting safety and efficiency.

During the event, the controllers were able to question Peña on the air traffic control reform effort.

Downsizing Support. The Office of Personnel Management recently established a Federal Workforce Restructuring Office to help agencies, employees, and unions better handle the task of

downsizing.

The office has information on a variety of topics, including voluntary early retirements, buyouts, retraining, and reduction-in-force procedures. They also offer a computer bulletin board with downsizing and other related information. It can be accessed by calling (202) 606-4800.

The services offered by the office are available to all federal employees. Specialists in the office are available to answer questions and may be contacted by calling (202) 606-0960.

Acceptance Form. Card privileges have been suspended for FAAers who did not have their American Express Card acceptance form activated before April 1.

Employees who missed the April 1 deadline must reapply through their servicing American Express coordinator.

Correct Communications. Employees are reminded to follow the correct procedures when using the agency's cellular telephones and pagers.

According to the Space and Administrative Telecommunications Branch, all local calls made on cellular phones—including in-house calls—can be dialed using the same procedures as on any other telephone. Most long distance calls can also be made by following normal dialing procedures.

For international direct dialing, employees using cellular phones should dial 9, 011, the country code, the city code, then the local telephone number.

For long distance directory assistance, dial 8, area code, 555-1212.

When using the national paging system—except CUE—employees need to first dial 1-800-759-7243. At the prompt, enter the seven digit PIN number plus the "#" sign. At the next prompt, employees should enter the number they wish to call plus the "#" sign. To end the sequence, press the "#" sign again.

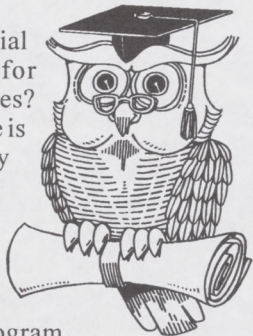
For more information, contact Miriam Vega, AAF-51, x78459.

Dollars for Scholars

Apply for College Money by May 20

Need financial help paying for books or courses?

The deadline is May 20 to apply for the Headquarters Employee Participation Group's third annual scholarship program.



The group expects to distribute three \$1,000 scholarships this year.

All permanent full-time and part-time Headquarters FAAers, their spouses and dependents are eligible to apply. Applicants may be full or part-time graduate, or undergraduate students. Courses must be taken at an accredited college or university.

Scholarship winners will be announced at the June meeting of the Headquarters Employee Participation Group.

For more information and applications, contact Gerri Robinson, x79678.

Headquarters Intercom

April 5, 1994
No. 94-11

Diane Spitaliere
Editor

Briar S. Haggett
Editorial Assistant

Michael A. Malden
Art Director

Published weekly by
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Office of Public Affairs
Employee Communications Branch
APA-340

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High-Level Lunch

Brown Bag It with Administrator Hinson



Employees will soon have the opportunity to discuss agency issues over lunch with FAA Administrator David Hinson.

The first in a series of monthly brown bag lunches with the Administrator is scheduled for Tuesday, May 3, from 12 noon until 1 p.m. in conference room 9ABC.

Interested employees are invited to drop a business card, or a 3"x5" index card containing their name, title, organization, and telephone number, in the box located in the FAA Headquarters lobby. Regional employees, along with Headquarters FAAers not located in the main building, may submit the required information to Briar Haggett, APA-340.

The cut-off date for submissions is Friday, April 22. At that time, 20 names will be randomly selected and employees will be notified of their lunch date with the Administrator.

Polar Star '94

FAA Tests Responses to International Hijackings

A U.S. Coast Guard C-130 aircraft, fitted with commercial seats, departed Anchorage early one morning full of passengers for Edmonton, Canada. Shortly after takeoff, gun-totting terrorists jumped into the aisles and began grabbing hostages, forcing them to the ground and the rear of the aircraft at gunpoint.

Although it seemed real to the "passengers" on board, the hijacking was all part of a joint exercise conducted by the FAA and Canada. Called Polar Star '94, the exercise was initiated by Lynne Osmus, director of the FAA's Civil Aviation Security Operations, to test a coordinated interagency response to the hijacking of an international carrier. Involved in the simulated hijacking were the FAA's Alaskan Region, the Federal Bureau of Investigation, Department of State, North American Air Defense, U.S. Coast Guard, Anchorage International Airport, Alaska State Troopers, and Transport Canada.

"One of the most obvious benefits to an exercise like this is the chance

to work face-to-face with counterparts in other agencies and develop the rapport necessary for successfully facing a crisis," said James Derry, Alaskan Region Civil Aviation Security Division manager.

One "passenger" said the experience was so real that "when a hand grenade was put in my face, any thought of resisting went out of my head."

The exercise gave both the FAA's special agents and management an opportunity to practice emergency procedures, and test their ability to work with other law enforcement agencies in the face of a crisis.

The Alaskan Region was chosen because it has multiple international borders, offering the best opportunity to examine the interrelationships of several national law enforcement agencies with their Canadian counterparts.

Polar Star '94 allowed both the United States and Canada to see firsthand the strengths and weaknesses of the current means of handling international hijackings.

Flightplan

Software Engineering. The second Software Engineering Forum—sponsored by the Software Engineering Specialty Group, ASE-600—will be held on *Wednesday, April 13*, from 9 a.m. until 12 noon in the Headquarters auditorium.

The forum's theme is "Software Evaluations."

The event will include panel discussions on software capability evaluations, software process evaluations, and acquisition self-assessments. Panel members will consist of representatives from the FAA, Department of Defense, National Aeronautics and Space Administration, and industry.

Employees are also invited to join the Software Engineering Specialty Group to discuss evaluations that will assist in the identification and reduction of software risks.

For more information on joining the group, or to register for the forum, contact Shirley Ginwright, ASE-600, (202) 287-2643.

Ground School. The FAA Flying Club will conduct private pilot ground school on *Tuesdays and Thursdays from April 5 through June 2*.

Classes are held from 6 to 9 p.m. in the FAA Headquarters building, conference rooms 8AB.

Topics include flight theory, air traffic control procedures, and federal aviation regulations.

The club will also offer instrument ground school on *Wednesdays from April 6 through June 2*, 6 to 9 p.m.

The cost for either class is \$175. Interested employees can register at the first class session using a check or money order.

For more information, contact Rachel Tretchick, (301) 779-4039.

Retirement Information

An interactive phone system has been established by Human Resource Management to provide an easy-to-use source of retirement annuity estimates for FAA employees. The toll free number is 800-888-4412. It is available 24 hours a day.

A written estimate will be mailed to the employee's home the next business day.

When calling the interactive voice response system, employees are reminded to have their most recent statement of earnings and leave available.

Partnership

from page 1

proposal to establish a separate corporation to run air traffic control. Calling it a "bold solution," Daschle said that a government corporation would not be hampered by cumbersome rules governing procurement, financing, and personnel. It would not compromise the FAA's "unexcelled standard of safety," and "will not discriminate against general aviation."

She said the proposal to corporatize the air traffic control system "best serves the long-term interests of the entire aviation community and makes good sense for every sector of the aviation industry, and for every person who flies—either as a passenger or as a private pilot."

The goals of the five-part general aviation action plan are:

➔ **Safety.** The FAA will expand its voluntary compliance program and redouble efforts to provide pilots, maintenance technicians, and flight instructors with high-quality safety information, remedial education, and training. The FAA will improve the dissemination of weather and air traffic information to pilots.

➔ **FAA Services.** The agency is working to promote uniform and predictable delivery of FAA services throughout the country. It is re-engineering pilot, operator and aircraft certification, and air traffic procedures. The FAA



Linda Daschle

will train its own employees to make them more aware of customer needs and will conduct customer surveys to gauge the agency's performance.

➔ **Product Innovation and Competitiveness.** The agency is pushing for the rapid introduction of new cockpit technologies such as the Global Positioning System's satellite navigation. The FAA and NASA have agreed to combine

technical resources and increase investments in research and development for general aviation. Low-cost clean fuels, affordable data link, quieter propulsion systems, and improved manufacturing techniques are all being researched.

➔ **System Access and Capacity.** The FAA's objective is to reverse a 20-year decline in the number of public-use landing facilities. The agency is working with the military, and state and local governments, to select locations which are critical to maintaining a general aviation airport system.

➔ **Affordability.** Without compromising safety, the agency seeks to target specific regulations and policies that impose an undue cost burden on general aviation. The FAA will also work with the industry to increase general aviation parts availability through a streamlined parts approval process which supports safe operation and reduces costs.

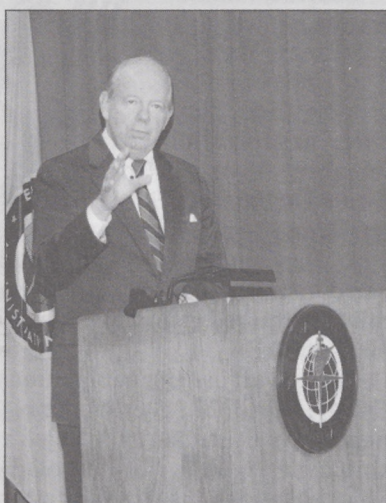


U.S. Department
of Transportation
**Federal Aviation
Administration**

Headquarters Intercom

Facing the Future

Hinson Hosts FAA's First Ever Town Meeting



FAA Administrator David Hinson speaks to employees on the future of the agency.

In a unique, first-of-its kind live satellite broadcast, FAA Administrator David Hinson and a panel of senior managers answered questions on the future of the agency from employees across the country.

Hinson kicked off the agency's first town meeting—held in the Headquarters auditorium—by saying “there are certain times in the history of agencies and industries when powerful forces converge to bring about change.” He then talked about the National Performance Review, changing airline economics, globalization, and new technology.

After canvassing FAAers throughout the agency, the Administrator said “it became evident that there were three main issues on employees' minds—reductions-in-

force, buyouts, and the proposed corporatization of the air traffic control system.”

Hinson assured employees that “RIFs will only be used as a last resort.” When asked about furloughs, he said that currently there are no plans to implement them and that he was hopeful that the “buyouts will take care of this.”

He emphasized that the agency hopes to meet staff reduction goals through attrition, buyouts, early retirement authorization, and a total hiring freeze in the non-safety work force.

During the session, Hinson announced that the original 2,500 employee limit on buyouts had been lifted. “The legislation that has recently passed provides more flexibility to open the opportunity to more employees,” he said.

Many of the employee questions centered around the status of buyouts, spurred by the recent passage of the legislation. One caller from Salt Lake Center wanted to know why certain positions were excluded from the offer.

Saying “we have an obligation to maintain the safety of the system and preserve the integrity of the safety work forces,” Hinson, along with Executive Director for System Operations Monte Belger, explained that “we could not afford to open up the buyout in critical safety jobs which would have to be immedi-

turn to Town Meeting on page 4

Highlights

DASI Dedication. A ceremony to celebrate the dedication of the first 52 Digital Altimeter Setting Indicator (DASI) installations was held recently in Washington, DC.

The DASI system—developed by the dme Corporation of Fort Lauderdale, FL—provides pilots with altimeter settings from the air traffic control tower to assist in landings.

Currently, there are four different DASI configurations in operation throughout the National Airspace System. The new system will soon be installed at FAA air traffic control towers currently operating without the new altimeter technology.

The ceremony was hosted by Steve Hodges, FAA's program manager for
turn to Highlights on page 2

Window Open

Buyouts Get Green Light at FAA

FAA Administrator David Hinson announced that the agency's buyout window opened on March 31 and will run through May 3, 1994. The buyouts are being offered in conjunction with early outs, which became available on March 14. This is a one-time offer which will not be repeated.

There is no limit on the number of buyouts paid to employees who retire or resign during the window. Although a 2,500-employee limit was originally proposed, the final buyout legislation allows more flexibility in setting windows and requires smaller payments to the retirement system than expected. It

turn to Window on page 2

Highlights *from page 1*

Weather Sensors. Guest speakers included Ted Beckloff, Southern Region's Regional Administrator; John Turner, associate administrator for NAS Development; and Al Thomas, program director for Weather and Flight Service Systems.

Smoking Banned. To reduce the exposure of FAAers to environmental tobacco smoke, Administrator David Hinson has implemented a total smoking ban in the Headquarters cafeteria, effective April 15.

The area currently designated for smoking will become a non-smoking area to improve the air quality throughout the cafeteria, and make the entire Headquarters building a smoke-free facility.

Hinson has asked the Human Resource Management Division to put in place a series of smoking cessation classes beginning this month for employees who want to stop smoking.

The Facilities Management Staff is currently working with the General Services Administration to install shelters outside on the C Street side of the building where smokers can congregate.

Guilty Plea. Gary Schafer of Oceanside, NY, recently pleaded guilty to one count of an eight-count indictment charging him with selling counterfeit bushings for jet engines,

announced the DOT's Office of Inspector General.

The indictment was the result of an 18-month investigation by the OIG's New York regional office in conjunction with the United States Attorney, Eastern District of New York.

Schafer was charged with selling counterfeit spacers, bushings, and rings, between January and September 1989.

He faces a maximum fine of \$1 million, or imprisonment of up to five years, or both.

Women in Aviation. The Fifth Annual Women in Aviation International conference was held recently in Orlando, FL, to educate the general public on the contributions of women to aviation, to allow women in various aviation occupations to network, and to provide role models and information to women about aviation careers.

More than 50 FAAers from the Aircraft Certification Service, Flight Standards Service, Airway Facilities, Air Traffic Control, Public Affairs, and Human Resources represented the FAA at the conference, which was sponsored by Parks College of St. Louis University.

A panel of Aircraft Certification Service employees discussed their experiences in aviation, and their careers as aviation safety engineers and safety inspectors.

Conference attendees included college students, corporate pilots, mechanics, and other members of the general public.

supervisory/employee ratio and decrease the number of GS-13s, 14s, and 15s, as required by the Vice President's National Performance Review.

Employees should contact their servicing Human Resource Management division for assistance in computing the amount of their buyout. Additional information, counseling, and forms are also available.

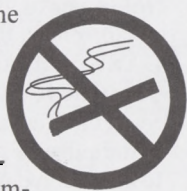
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The cut-off date for submissions is Friday, April 22. At that time, 20 names will be randomly selected and employees will be notified of their lunch date with the Administrator.



Window *from page 1*

was, therefore, determined that the limit was no longer needed.

The objective of the buyout is to help the agency meet its downsizing goals without resorting to reductions-in-force or furloughs. They will help the FAA not only reduce the total number of employees, but will increase the

Retirement Information

The retirement estimate interactive phone system now provides buyout information.

When calling 800-888-4412 from a touch tone phone, employees can get immediate, up-to-date buyout information on eligibility, the open window period, coverage, and procedures on how to apply. The system also identifies the appropriate contact for retirement and benefits information in Headquarters and the regions.

The phone number may still be used to get a personalized retirement estimate. Each employee may now get up to a total of five estimates, based on their selected retirement date.

Earth Day

Actively Enhancing the Environment

This year, the FAA's celebration of the 24th anniversary of Earth Day focuses on what the agency is doing in response to goal five of DOT Secretary Federico Peña's strategic plan—"Actively Enhance Our Environment."

All employees are invited to view the numerous environmental awareness displays in the Headquarters lobby from April 18 through April 22. The displays will be on topics that include progress in aircraft noise control, atmospheric effects of aviation, balancing wildlife and aviation, groundwater remediation, energy and water conservation, and recycling.

Subject matter experts will be in the lobby on April 18 and 19, from 11 a.m. until 1 p.m. to provide additional information and answer questions on environmental issues.

Earth Day, April 22, will be celebrated in the Nassif building courtyard, from 11 a.m. to 2 p.m. with displays and remarks by Secretary Peña.

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.

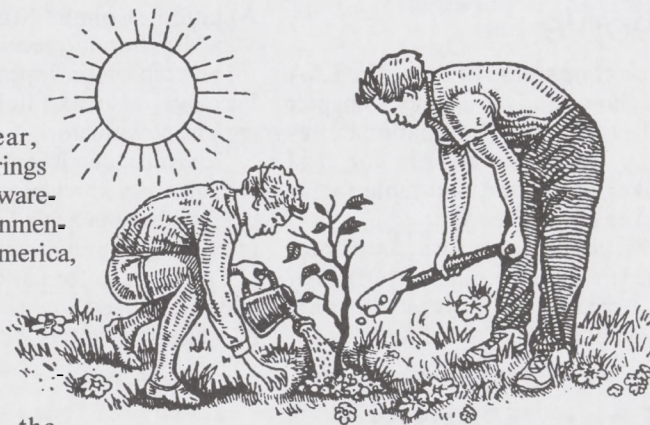
Every year, Earth Week brings about a new awareness of environmental issues in America, along with some interesting facts. Did you know?

→ Since the mid-1970s, airline energy efficiency has improved at an average annual rate of three to four percent.

→ Jet engines built after 1982 emit about 85 percent less unburnt hydrocarbons than jet engines built in the 1970s, and carbon monoxide emissions have decreased by 70 percent.

→ The number of people directly affected by aircraft noise today represents just five percent of those affected in the 1970s.

→ Aviation uses less than one percent of the land required by roads, yet it moves people six times more efficiently than roads.



Tower Conversions

Contract Operation on Schedule for September

The FAA's plan to convert the first 25 Level I air traffic control towers to contract operation is on schedule and will be implemented by September of this year.

Identified this past February by a quality through partnership work group, these facilities represent the first step in a four-year program expansion which will eventually include all FAA Level I visual flight rules towers.

Replacing agency controllers with contract employees at the 25 targeted locations will provide significant cost savings to the FAA. In addition, career progression opportunities will be available to FAA controllers currently staffing the towers as they will be offered jobs at higher level agency facilities. Those who elect to resign or retire will be offered employment with the contractor first.

"Contracting out the Level I air traffic control towers will save the FAA over \$20 million a year, and will enable its employees to advance to higher level positions," said Associate Administra-

tor for Air Traffic Bill Pollard. He also said these employees will have their permanent change of station moves funded by the agency.

Pollard pointed that funds were appropriated specifically for these moves in the facilities and equipment budget. "If we are unable to contract out these facilities and utilize the appropriated funds, promotions from Level I towers will be extremely limited," said Pollard. "We would have to fund the moves from the operations account, where we are still addressing a \$25 million pay, compensation, and benefits shortfall."

"As we initiate this program, we must maintain a concern for employees in other facilities that desire to relocate," said Pollard.

In the 12 years since its inception, the contract tower program has grown to include 31 airports with activity and complexity levels similar to Level I towers. Private sector controllers at these locations are certified by the FAA.

Contract awards are scheduled to take place in the July/August time frame.

Headquarters Intercom

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People

Toastmasters Awards. The FAA Speechmasters, the agency's chapter of Toastmasters International, recently presented awards for best speaker, evaluator, and table topics speaker for the last year.

The best speaker award was presented to Valerie Kulhanek, Office of the Assistant Administrator for Policy, Planning, and International

Aviation. Connie Streeter, Flight Standards Service, received the award for best table topics speaker, and Beth Pasquale, also of Flight Standards, won best evaluator.

Toastmasters is an international organization which provides its members with a means of learning and improving communication skills.

For more information on Toastmasters, contact Steve Black, x79094, or Vanessa Thomas, x78809.

Flightplan

Seminar Series. The Flight Standards Service is sponsoring a presentation as part of its speaker seminar series, *Thursday, April 14*, at 10:30 a.m., in the Headquarters auditorium.

The keynote speaker will be Bruce Holmes, General Aviation and Commuter Program manager, NASA Langley Research Center, who will speak on the future of general aviation.

For more information, contact Ruth Ann Hodges, x77480.

National Conference. The Professional Women Controllers 16th National Conference will be held *Thursday through Sunday, April 14 through 17*, at the McLean Hilton, McLean, VA.

The theme of this year's conference is "Mosaic of Our Lives."

The conference will begin with a visit to the FAA's Washington Headquarters, where Deputy Administrator Linda Daschle will speak to attendees. Topics of discussion during the event will include the FAA's Strategic Plan; new equipment, procedures, and change; the impact of globalization; and effective ways to deal with difficult people.

For more information or a registration package, contact Kate Beebe, Washington Conference Chair, (202) 267-9234.

Satellite Seminars. The FAA's Office of Human Resource Development, in coordination with the U.S. Chamber of Commerce, is presenting a series of satellite training seminars open to all FAAers.

On *Tuesday, May 17*, from 1 to 3 p.m. in the auditorium, Dr. James Belasco—author of *Teaching the Elephant to Dance* and *The Flight of the Buffalo*—reveals how to use "performance interlock" and "scoreboarding" processes for implementing a customer-based quality initiative.

Seating for the seminar is on a first-come, first-served basis.

For more information, contact Kris Daniel, (202) 366-5316.

Town Meeting from page 1

ately backfilled."

Hinson talked about the proposal to corporatize the air traffic control system. As currently structured, he said, the FAA finds it more and more difficult to respond to the needs of the aviation industry. He stressed that "this is a structural problem, and not the fault of individual employees."

Hinson emphasized that the laws and regulations governing budget, procurement and personnel are too cumbersome and pervasive to be addressed individually and said "we need a new way of looking at old problems."

"The agency's outstanding record of safety and efficiency is a tribute to our collective dedication and professionalism," said Hinson. "But the reality is," he continued, "that without greater flexibility to buy new technology, to hire people when we need them and to put them where we need them, we risk losing the gains we have fought so hard to achieve."

Wrapping up the one and a half hour session, Hinson said "the FAA is a very special place—like no other in the government. Throughout history, this agency has managed to adapt to rapid change to provide the

safety and services upon which the American traveling public depends. And, in the process, we have achieved a record for safety and efficiency that is unsurpassed anywhere in the world."



Panel members, from left to right, are Monte Belger, executive director for System operations; Herb McLure, assistant administrator for Human Resource Management; Brad Mims, assistant administrator for Government and Industry Affairs; Cynthia Rich, assistant administrator for Airports; and Nick Stoer, assistant administrator for Budget and Accounting.

He said that the proposed air traffic control corporation is "an essential step toward ensuring that we can continue to provide the quality services expected of us in the coming decades."

To help Hinson address employee concerns was Monte Belger, executive director for System Operations; Herb McLure, assistant administrator for Human Resource Management; Brad Mims, assistant administrator for Government and Industry Affairs; Cynthia Rich, assistant administrator for Airports; and Nick Stoer, assistant administrator for Budget and Accounting.



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

Headquarters Intercom

Flightcrew Teamwork

Human Factors at Work in the Cockpit

Human factors—including aggression, complacency, distraction, fatigue, and socializing—are most often the major contributors to cockpit interaction incidents, according to data from an Aviation Safety Reporting System report.

At the recent quarterly safety meeting of the Washington Flight Program Staff, a panel moderated by Bud Donner, FAA's Accident Investigation Division assistant manager, discussed human factors *turn to Human Factors on page 7*



The recent Washington Flight Program Staff's quarterly safety meeting centered around cockpit interaction incidents.

Bruce Dale, © National Geographic Magazine

Interim Actions

Hinson Outlines Post-Buyout Staffing Strategy

A post-buyout staffing strategy that will enable the agency to address critical staffing imbalances will be developed within the next few weeks, FAA Administrator David Hinson recently told members of his management team.

The strategy will allow the agency to take advantage of the buyout to meet National Performance Review goals to reduce staffing by 6,500 full-time equivalent positions, reduce the number of GS-14's and above, and reduce excessive layers of management.

Hinson informed the team that, according to DOT Secretary Federico Peña, "Operating Administrations may not fill any vacancy created as a result of employee buyouts until they have

submitted to the Office of the Secretary a plan for backfilling positions."

Hinson said a number of interim actions will be taken until a staffing *turn to Strategy on page 5*

Back On Track

Former FAAer Chosen as AAS Director

Robert Valone, director of the Systems Program Office for the National Oceanic and Atmospheric Administration (NOAA), was recently chosen by FAA Administrator David Hinson to the position of Program Director for the

turn to Valone on page 6

Highlights

Lunch Date. Interested in having lunch with the Administrator?

The first in a series of monthly brown bag lunches is scheduled for Tuesday, May 3, from 12 noon until 1 p.m. in conference room 9ABC.

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The cut-off date for submissions is Friday, April 22. At that time, 20 *turn to Highlights on page 2*

Highlights *from page 1*

names will be randomly selected and employees will be notified of their lunch date with the Administrator.

It's Official. Monte Belger has been named executive director for System Operations, a position he has been acting in since October 1993.

Belger reports directly to the FAA administrator and oversees air traffic control, airway facilities, as well as safety regulations for all aircraft, airlines and airmen in the United States civil aviation system.

Previously, Belger served as acting deputy administrator; associate administrator for Aviation Standards; in the FAA's Great Lakes Region, deputy director, Airports Division manager; Civil Aviation Security Division manager; and in the FAA's New England Region, Civil Aviation Security Division chief.

Fly Around. DOT Secretary Federico Peña and FAA Administrator David Hinson recently completed a "fly around" to air traffic control towers in Detroit, MI, Chicago, IL, and St. Louis, MO, to discuss the corporatization of the air traffic control system.



FAA Administrator David Hinson, right, speaks to employees in the Great Lakes region on corporatization.

At each of the stops, they held roundtable discussions—with air traffic controllers, pilots, and public officials—on the Clinton Administration's proposal to corporatize the nation's air traffic control system.

This was the first in a series of trips that Hinson will be making in the weeks ahead.

High Density Rule. The FAA is reviewing the 25-year old "high density" rule, a regulation which limits hourly takeoffs and landings at four of the nation's most congested airports—New York's LaGuardia and Kennedy, Chicago O'Hare, and Washington National—as part of the Clinton Administration's initiative to help revitalize the airline industry.

The study on the rule is expected to be completed in November. It will include a thorough examination of the slot rule to assess airline capacity, competition, fares, and service patterns at the four airports. It will also evaluate the rule's economic, operational, and environmental impacts, including the way domestic and international slots are allocated, and will consider alternative traffic management techniques.

"A full review of the slot rule is an important step in the Administration's plan to revitalize the aviation industry," said FAA Administrator David Hinson. "This review will help determine how to enhance the efficiency of the four airports, spur competition, and protect the environment."

The high density rule was established in 1969 as a temporary measure to relieve congestion, reduce delays, and manage the workload of air traffic controllers. Although methods of allocating and transferring slots have been revised over the years and a national system for controlling aircraft flow is in use, the basic rule remains largely unchanged.

Upgrading ILS. Many of the Category II and III Instrument Landing Systems throughout the country are being upgraded and the FAA Technical Center is getting an early delivery to do operational testing.

The new ILS equipment is less complex and more reliable than the existing systems, which have been in place for many years. The new systems will reduce system delays and



Testing will soon begin at the Technical Center to upgrade the nation's Instrument Landing Systems.

make maintenance easier and less expensive.

System replacement is being accomplished through a contract with Wilcox Electric, Inc., Kansas City, MO.

FAAers have been on-site at Wilcox overseeing factory tests. In addition, Airway Facilities technicians have installed antennas and ground equipment at the Technical Center and are in the process of verifying the installation manual and procedures developed by Wilcox.

Flight tests for the new equipment will begin at the center next month.

Transit Benefits. A transit benefit program has recently been approved for employees in the Alaskan Region, encouraging them to use the mass transit system to get to and from work.

Employee participation will be primarily in the Municipality of Anchorage and the Ketchikan Gateway Borough areas.

The Ketchikan Flight Service Station was the first FAA facility in Alaska to participate in the transit benefit program. The Ketchikan Airport opened in 1973 with the only access being a ferry.

50th Anniversary. The DOT and the FAA are sponsoring the International Civil Aviation Organization's (ICAO) 50th anniversary celebration on Sunday, October 30 through Tuesday, November 1.

The event will be held at the downtown Chicago Hilton Hotel, the site of the founding of the organization.

ICAO, a United Nations agency, was

the catalyst for the post-World War II boom in global aviation. It sets international aviation standards and regulations, and serves as a focal point for cooperation among its 183 member states.

FAA Administrator David Hinson lauded the organization's work, and stressed that the FAA is pursuing worldwide "harmonization" of standards for aircraft certification and operation, as well as air traffic control systems.

The celebration will feature a major conference to explore the future of global aviation, a trade show and exhibit of U.S. aerospace products to emphasize foreign marketing and business opportunities, and a commemorative meeting of the ICAO council.

Presidential Thanks. Several FAAers who participated in a major awards evaluation process for the National Technology Reinvestment Project recently received letters of appreciation from President Clinton.

The employees worked on panels with representatives from the Departments of Defense, Commerce, and Energy, the National Science Foundation, and the National Aeronautics and Space Administration, to determine the value and commercialization potential of over 2000 research and development proposals.

Recognized for their efforts were Bruce Fenton, FAA Technical Center; Peter Skaves, Northwest Mountain Region; Peter Shyprykevich, FAA Technical Center; Charles Adams, Northwest Mountain Region; Dorothy Buckanin, Headquarters; Steve Starley, FAA Technical Center.

One letter said, "The programs funded under the project are of real importance to the economic growth of the country, and will play a significant role in our national security. Your technical expertise has been invaluable in the selection of the most highly qualified proposals from among the thousands put forth."

The President said that as a result of their efforts, "the aviation community will benefit from more than \$158 million in research and development projects for advanced research."

A Corporate Structure. Praising the Administration's intent to use a corporate structure to run the nation's air traffic system, FAA Deputy Administrator Linda Daschle recently spoke to the Washington Conference of Airports Council International/American Association of Airport Executives.

Daschle said the agency can no longer afford to do government business as usual. "We can no longer look to conventional solutions. It's time for dramatic action."

She pointed out that today's air traffic control system labors under regulations that run over 5,000 pages of procurement laws and internal procedures. These regulations form a stack 11 feet high.

Objectives of the corporate structure, said Daschle, include streamlining procurement, simplifying the personnel process, providing funding stability, ensuring continuity of leadership, and reducing the incidence of unnecessarily detailed management oversight.

"We depend on all of you to aid us in shaping our proposal to make it the best, most innovative way to improve the FAA," said Daschle.

Off to Madrid. The FAA's Civil Aviation Assistance Group recently assisted the Spanish Directorate General of Civil Aviation in hosting the Third European Airspace and Airport Simulation Model users group meeting in Madrid, Spain.

With the help of the FAA, the Spanish Directorate has been extensively applying the model to the capacity and delay analysis of the airports and airspace in Spain.

During the event, the FAA assisted the Directorate in making a presentation on the application of the model to the capacity analysis of the new terminal plan for the Madrid Barajas Airport. The development of the new

airport is based on recommendations made by the Civil Aviation Assistance Group.

In this Corner. FAAer Valerie Dorsett recently became the first African-American woman appointed to the five-member Boxing Commission in Georgia.

Dorsett began her FAA career as an attorney in Washington Headquarters in 1987. She is currently an attorney in the Southern Region, where she has been since 1990.

As a commissioner appointed by the Governor of Georgia for a four-year term, Dorsett's job is to regulate boxing in the state, making sure matches are equitable, legal, and safe. She served as



Valerie Dorsett

a boxing judge for two-and-a-half years before becoming a commissioner.

"It's challenging to me," said Dorsett. "Once you start to watch it, you realize it's much more of a skill than people think. I guess the first time I saw a match, I thought it was violent and brutal. But now, I realize it takes a lot of skill...and a lot of strength to endure the punches."

To read more about Dorsett, see the April issue of *DOT Today*.

Headquarters Intercom

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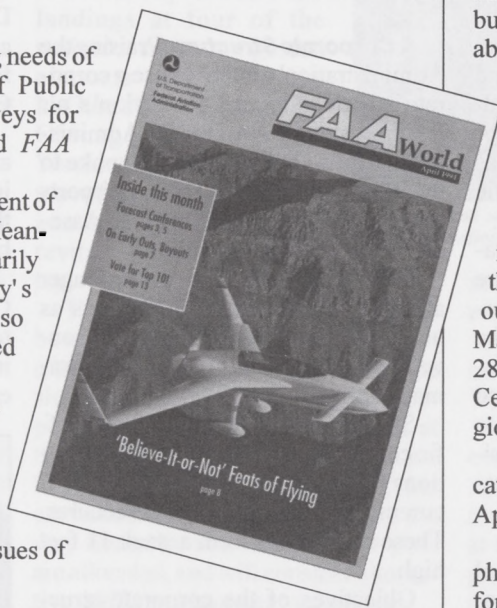
Reader Surveys

Public Affairs Asks for Employee Input on Agency Publications

In an effort to meet the changing needs of agency employees, the Office of Public Affairs is conducting reader surveys for both Headquarters *Intercom* and *FAA World*.

This is part of an overall assessment of internal employee publications. Meanwhile, Public Affairs has temporarily suspended publication of the agency's monthly magazine, *FAA World*, so more staff resources can be focused on the assessment.

Employees are asked to take a few minutes to complete each survey and return to the Employee Communications Branch, APA-340, as soon as possible. Survey results will be revealed in future issues of each publication.



Buyout Update

When *Intercom* went to press, more than 1,900 FAAers had applied for the buyout, 600 of them at grade 14 and above.

The buyout window is open until May 3—it will not be extended. The agency does not intend to establish another window in the next fiscal year.

More than 600 employees separated within the first three days, while the others chose to separate throughout the remainder of the month, or by May 3. So far, about 170 Headquarters, 280 Aeronautical Center, 60 Technical Center, and over 1400 field and regional employees applied.

These figures reflect buyout application and separation information as of April 7, 1994.

The retirement estimate interactive phone system now provides buyout information. When calling 800-888-4412 from a touch tone phone, employees can get immediate, up-to-date buyout information on eligibility, the open window period, coverage, and procedures on how to apply. The system also identifies the appropriate contact for retirement and benefits information in Headquarters and the regions.

The phone number may still be used to get a personalized retirement estimate. Each employee may now get up to a total of five estimates, based on their selected retirement date.

Paring Down the Process

Quality Action Team Tackles Requisitioning

In these times of shrinking funds, the budget and its management are huge concerns for just about everyone. At the FAA, members of the National Airspace Fiscal Planning Quality Action Team are doing some streamlining in several hard-to-see, but costly, areas.

For instance, FAAers use lots of cleaning solvents, electronics components, hardware items, and repair parts—some \$20 million worth yearly, or about one-third of the NAS Supply Support budget. Called “planned direct ship items,” these are nonstocked commercial procurements, standard federal and military requisitions, and administrative supplies requisitions.

In the language made popular by the National Performance Review, the QAT operates to streamline procurement, eliminate regulatory overkill, and give customers a voice. The team's recommendations have resulted in several big changes for the agency:

➔ More decentralized requisitioning. Each region and center now receives its own allocation for planned direct ship requisitions of which there were some 138,000 last year alone. The team originated the concept of customer allocations over a year ago with a focus on administrative supplies.

➔ The development of better reports to track who is ordering, how much, and for what.

Currently, the team is looking into ways to base future budget allocations on the amount of equipment in the region, rather than a percentage of prior-year expenditures. Someday, similar allocations might be used for such things as expendable parts stocked at the FAA Logistics Center.

Improving fiscal accountability, QAT members believe, is the only way to keep supply lines flowing as budget constraints and personnel reductions take effect.

Right Number?

At FAA Headquarters, the *Intercom* is distributed on an “all employee count” basis.

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-400, x78735, or the distribution representative for your office or service to update your organization's distribution.

A Working Plan

Streamlining Administrative Services in the FAA

The FAA has established a work group to develop a corporate plan to improve the efficiency and streamline operations of agency administrative services.

Called the FAA Administrative Services Streamlining Team—or FAAST for short—the group will develop a comprehensive plan after collecting data and conducting an intensive analysis of administrative work processes, organizational structure changes, and other potential streamlining issues. The plan will take into account the goal to provide services of equal or better quality with substantially fewer resources by fiscal year 1999.

The study will be consistent with recommendations in the National Performance Review, administration directives for “Reinventing Government,” the proposal for the air traffic control corporation, and budget reduction requirements.

The team consists of 15 representatives from various Headquarters and field offices who were chosen by the Streamlining Administrative Services Steering Group. They will be examining full-time equivalent and contractor support resources

expended by line and staff organizations in the following areas: Human Resource Management; Budget and Accounting; Contracting and Quality Assurance; Materiel Management, Information Technology and Information Resource Management; Management Analysis; Civil Rights; and Public/Congressional Affairs.

The team—which will identify the major administrative processes performed in the agency—will review previous studies relating to administrative support functions and consider findings and recommendations that would improve the future delivery of these services. They will identify agency administrative directives and recommend a methodology to reduce them by 50 percent. In addition to gathering information on the agency's “best practices,” input will be sought from administrative services customers and stakeholders.

The team plans to release its final report in May. Recommendations on processes to be eliminated, reengineered, or studied further are expected. Issues pertaining to implementation, including staffing considerations, will also be addressed.

Strategy *from page 1*

strategy is in place. Effectively immediately, there will be no:

→ Hiring from outside the FAA without approval from the deputy administrator or an executive director—the hard freeze remains in effect.

→ Permanent promotions made to jobs at GS-14 and above, except for career ladder promotions to GS-14 full performance level positions.

→ Permanent backfilling of positions which became vacant as a result of paying a buyout.

→ Reassignments during the buyout window, if that reassignment changes a person's buyout status.

Hinson said that he “realizes these interim measures may cause some short-term hardships, but I believe they are necessary if we are to meet the agency's downsizing objectives without resorting to more painful alternatives.”



Gordon Evans

New Home for Stealth Bomber

Central Region is the new home of the B-2 stealth bomber. Exactly 90 years after the Wright Brothers flight in 1903, the first of 20 B-2 bombers arrived at Whiteman Air Force Base, Knob Noster, MO, to be incorporated into the facility's training program. Soon to become a familiar sight in Central Region skies, the aircraft—built in 1988 in Palmdale, CA—is part of the most advanced aircraft and weapons platform in the world. Its mission is to carry nuclear and conventional ordinance, use the stealth technology to evade enemy radar and electronic defenses, strike with precision accuracy, remove enemy threats with minimal loss of life, and return home safely. The B-2's unfueled range is over 6,000 miles—with only one refueling, the aircraft can cover over 10,000 miles undetected.

Tighter Controls

Guidance Issued on Leave Accountability

Based on a recent audit by the DOT's Office of Inspector General, a letter has gone out to all Administrator's Management Team members advising supervisors of the proper procedures to use when approving travel.

Audit findings showed that FAA managers had not fully enforced compliance with leave requirements during periods of official travel. Agency controls over time and attendance before, during, and after travel were evaluated to ensure that employee-earned leave was reported and charged when appropriate.

The letter, issued by the assistant administrators for Human Resource Management and Budget and Accounting, advised that supervisors approving travel must take steps to

ensure that the following actions are taken:

➤ When determining the most advantageous mode of transportation to the government, employees must obtain a cost comparison, including the cost of time away from the job. This is not required where bargaining unit agreements contain provisions providing for the use of privately-owned vehicles to the FAA Academy to be advantageous to the government. Similar exceptions apply to non-bargaining unit employees who meet the conditions of a bargaining agreement.

➤ Employees are required to account for the excess travel time used, by using annual leave, credit hours, or compensatory time. A cost comparison of the selected mode versus the most advantageous mode of trans-

portation and any leave taken must be included in the travel voucher.

➤ When time and attendance records show an employee in a travel status, they are required to account for time spent at home due to late departure before travel, or early arrival after travel with annual leave, credit hours, or compensatory time.

➤ When departing for personal preference from official duty stations earlier than necessary, or from temporary duty sites later than necessary, employees are required to account for the time with annual leave, credit hours, or earned compensatory time.

➤ Annual leave identified on travel vouchers is to be reflected in the employee's time and attendance records.

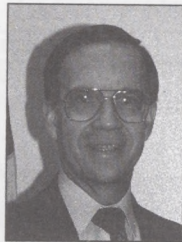
Valone *from page 1*

Advanced Automation System (AAS).

Valone was selected for the position to help curtail cost overruns and production delays in the agency's multi-billion dollar program to modernize the nation's air traffic control system.

At NOAA, Valone had responsibilities for six major programs, including the administration's multi-billion dollar weather radar and satellite programs. During his tenure, he established a new base line for the programs and kept them on schedule and within cost. "Given his wide experience in managing large-scale programs, I'm confident Bob Valone is the person to help put the Advanced Automation System back on track," Hinson said.

The AAS is a complex technological undertaking designed to re-



Bob Valone

place aging air traffic computer systems with state-of-the-art equipment capable of handling the increase in air traffic projected for the 21st century. To date, the FAA has spent \$2.3 billion on the program. If the program were to continue without reform, the total cost could reach \$6.5

to 7.3 billion and would suffer further delays, a situation Hinson has termed "unacceptable."

Valone, who joined NOAA in 1991, was a former FAA deputy associate administrator for NAS Development. While at the FAA, he directed program management and engineering activities for all National Airspace System programs, plus the FAA's aircraft acquisition program. Overall, the organization managed \$16 billion in programs and was staffed by over 300 engineering and technical personnel.

Valone, an electrical engineer, also

served the FAA in various other capacities, including director of Advanced Systems Acquisition Service, and deputy manager of the agency's Communications and Facilities Division. Prior to joining the FAA, Valone served as a program manager for the Naval Air Systems Command.

Valone's appointment is the latest in a series of steps taken by Hinson to redirect the AAS program. He has announced plans to appoint a senior executive to oversee the operation of the entire program. He also assigned Deputy Administrator Linda Daschle and Chief Counsel Mark Gherchick to conduct a review of the program's cost and schedule status. In addition, he hired the independent Center for Naval Analysis to report directly to him on "realistic solutions" to problems plaguing the AAS program.

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 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., conference room 408. Next meeting: *May 10*. Contact Al Kaulia, x78317.

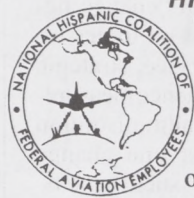
Black Coalition. The National Black Coalition of Federal Aviation Employees meets the *first Tuesday* of each month, 12 noon to 1 p.m. Next meeting: *May 3*. Contact Carrie Wood, x78411, for meeting location.



FWPC. The Federal Women's Program Committee meets the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Next meeting: *May 4*. Contact Maria Killian, x75906.

Headquarters EPG. The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m. Next meeting: *May 12*. Contact Ralph Randall, x78903, or Bruce Henry, x79216, for meeting location.

Hispanic Coalition. The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon. Next meeting: *May 4*. Contact Francisco Estrada C., 287-8558, or Rose Millar, x79005, for meeting location.



International Training. The Federal Aviation Club, International Training in Communication, meets *every*

Wednesday from 12 noon to 1 p.m.

The group provides instruction on how to communicate effectively, build self-confidence, stimulate the exchange of ideas, express individual thoughts, learn skills to use at work, and receive training to increase individual effectiveness. All efforts will be constructively evaluated by the group.

Contact Maria Lancaster, x73746, or Sylvine Blackwell, (202) 529-2573, for meeting location.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, from 12 noon to 1 p.m., in the MOC room. Next meeting: *May 12*. Contact Henry Butler, x79388.

Quality Meetings. The FAA Head-

quarters Quality Network meets the *first Tuesday* of each month from 2 to 3:30 p.m., conference room 8ABC. Next meeting: *May 3*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.



Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m. Next meetings: *May 3* and *May 17*, conference room 8ABC, and 5C, respectively. Contact Valerie Kulhanek, x73318, or Steve Black, x79094.

Volunteer Committee. The FAA Volunteer Committee meets the *second Tuesday* of each month at 11:30 a.m., conference room 812-C. Contact Margaret Powell, x67037.

Human Factors *from page 1*

occurrences in cockpits.

"An important lesson I learned a long time ago is that an airplane should have only one pilot flying it at any given time," said Donner.

Other panelists included Barton Pakull, FAA's chief psychiatrist; William Shepherd, Office of Aviation Medicine behavioral scientist; Paul Wiater, Hangar 6 manager; and John Zalenchek, Human Factors Program Office research psychologist.

Distraction is the number one cockpit interaction human factor at work, according to the report. Out of 5,467 cockpit interaction incidents reported between January 1986 and November 1993, 1,807 were attributed to "distraction."

"New technology in the cockpit is often hard to resist," said Zalenchek. "But pilots not actually flying the aircraft need to remember to pay attention to their assigned function, and not to what the other guy is doing."

Complacency is another human factor that distracts pilots—most often pilots who have worked together for a long time don't check on each

other as much as they should. A form of complacency known as "hurry home-itis," often causes pilots to rush through their checklists in an effort to return home quickly. "To avoid the complacency distraction," said Shepherd, "we must always highlight the need for cockpit discipline."

Cockpit interaction incidents are also brought on by aggression. "Pilots, no matter what the experience level, need to maintain a good working relationship in the cockpit," said Donner. "Cooperation between junior and senior pilots is essential."

Socializing is another human factor that distracts pilots in the cockpit. Panel members concluded that "all pilots need to pay attention to their cockpit duties, regardless of who is in the cockpit with them. Air traffic controllers expect radio vigilance from pilots, and that is what they should be getting."

Employees interested in suggesting a topic or making a presentation at a future meeting may contact Washington Flight Program Safety Officer Dave Clemmer, (703) 603-7104.

Flightplan

Wings and Things. The National Air and Space Museum's restoration and storage facility is hosting a "Wings and Things" open house weekend, *Saturday and Sunday, April 23 and 24*, in Suitland, MD.

Visitors will be able to view more than 100 aircraft and space artifacts, and participate in model-building, and educational demonstrations.

The event will also include a display of the museum's current restoration projects, the B-29 bomber *Enola Gay*, and a Japanese Aichi Serian. The *U.S.S. Enterprise* from the television series "Star Trek" will also be on display.

For more information, call (202) 357-2700.

WalkAmerica. The DOT/FAA Volunteer Committee is sponsoring the agency-wide WalkAmerica walk-a-thon for the March of Dimes on *Sunday, April 24*. The event will raise money for medical care to help save America's sick babies.

The walk—which averages six to 10 miles—begins at 9 a.m. on the mall.

March of Dimes
WalkAmerica
Walk for Healthier Babies

The committee is looking for team captains, walkers, and supporters. A team can be two or more people.

Interested employees may contact Rita Nelson, x78037, for more information.

Satellite Seminars. The FAA's Office of Human Resource Development, in coordination with the U.S. Chamber of Commerce, is presenting a series of satellite training seminars open to all FAAers.

On *Tuesday, May 17*, from 1 to 3

p.m. in the auditorium, Dr. James Belasco—author of *Teaching the Elephant to Dance* and *The Flight of the Buffalo*—reveals how to use "performance interlock" and "scoreboarding" processes for implementing a customer-based quality initiative.

Seating for the seminar is on a first-come, first-served basis.

For more information, contact Kris Daniel, (202) 366-5316.

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

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

If we receive it *by 4 p.m. Tuesday*, it will appear in the next issue.

Bring *Flightplan* announcements to room 909B, or call x73441.

ASD Peer Awards. The Fifth Annual Associate Administrator for System Engineering and Development (ASD) peer awards ceremony will be held *Wednesday, May 25*, at 1 p.m. in the Holiday Inn Hotel on C Street,

Washington, DC.

The event recognizes group and individual accomplishments which support and promote the goals and mission of ASD. Nominations are being accepted in several categories, including technical and administrative achievement, and community service.

For more information, contact Sharon Black, ASD-10, 287-8511.

Healthbeat

Blood Drive. The Red Cross blood drive will be held on *Wednesday, April 20*, in room 5ABC.

Eligible donors can schedule an appointment with their office coordinators, or in the lobby of the clinic, room 327.

Late Babies. A lecture and brown bag lunch on "Late-in-Life-Babies," will be held on *Wednesday, April 27*, in the clinic, room 327, from 11:30 a.m. until 12:30 p.m.

The speaker will be a representative from the National Voluntary Health Agency. Sponsored by the Health Awareness Program, the event is open to all Headquarters employees.

Transportation Transformation

Celebrating the Success of the National Performance Review

A nationwide celebration to highlight National Performance Review successes, announce upcoming continuous change initiatives, and publish the 350 recommendations in the DOT's internal NPR report will be held on *Monday, May 9*, at the Nassif building.

Called "Transportation Transformation Day," the event will be hosted by DOT Secretary Federico Peña. Recognition will be given to all participants in the National Performance Review process, and individuals who made significant contributions to changes in the department.

The day-long event will include videos on significant change initiatives, interviews with "change heroes," and workshops on topics including customer service, strategic planning, and performance measurements. Each modal administration will sponsor at least one change workshop on topics such as customer service, reengineering, partnership, valuing diversity, strategic planning, performance measurements, changing roles of leaders and the work force, and benchmarking.

Similar celebrations will also be held in select field locations.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Rolling Out the 777

Boeing Unveils the World's Largest Twin-Engine Jet

Boeing's new 777 jetliner—the first to be 100 percent designed and preassembled on a computer—recently rolled off the assembly line in Everett, WA, with FAA Administrator David Hinson in attendance.

This summer, the 777 is scheduled to begin a year of the most comprehensive flight tests in aircraft history. It will undergo standard airplane and systems certification flight tests, along with testing to gain certification for extended range twin-engine operations (ETOPS).

Boeing is hopeful the aircraft will receive *turn to Boeing on page 4*



The Boeing 777 airliner in its final factory assembly position. Its last stop before the rollout was the paint hangar, where it took 586 pounds of paint to cover the aircraft.

Highlights

New Appointment. Veteran congressional aide A. Bradley Mims has been named the FAA's assistant administrator for Government and Industry Affairs.

As the agency's chief congressional liaison, Mims reports directly to the Administrator. His duties also include working closely with state and local governments and private industry.

Agency Administrator David Hinson said, "I am delighted to have Brad Mims join the FAA. His extensive knowledge of Congress and the legislative process will be a valuable asset to the agency, and I look forward to working with him."

Prior to joining the FAA, Mims was the senior liaison officer for the Smithsonian Institution's Office of Government Relations, where he was responsible for monitoring the institution's legislation before Congress. Mims has also held several legislative positions in Congress, including deputy staff director for the House Subcommittee on Postal Personnel and Modernization, legislative director for Congressmen John Lewis and Robert Garcia, legislative assistant for Congressmen Julian Dixon and Bennett Stewart, and research assistant for Senator Gaylord Nelson.

He is a 1977 graduate of Allegheny College in Meadville, PA, with a bachelor of arts degree in political science. In 1990, Mims received a graduate certificate from George Washington University's Washington Representative Program.

turn to Highlights on page 2

Scrutinizing the System

Hinson Continues Efforts to Put AAS Back on Track

In recent testimony before a congressional committee, FAA Administrator David Hinson vowed to "shape the Advanced Automation System (AAS) program in a way that meets the critical needs of our transportation system and ensures that the taxpayers receive value for their investment."

The Administrator said he has already taken a number of management steps within the agency to improve the

execution of the program. In addition to changing the AAS program management team and designating a new program director, Hinson said the agency has increased site presence and oversight of the contractor's efforts.

In another move to better manage AAS, Hinson announced that Dr. George Donohue—a top-level official from the prestigious RAND Corpora-

turn to System on page 3

Highlights *from page 1*

Science News. An FAA research project was recently featured in the April 16 issue of *Science News*.

The magazine highlighted a study designed to gather data on the use of landfills near airports that may create potential safety hazards by attracting birds into active airspace. The FAA-funded research is being performed through an agreement with the Department of Agriculture's Denver Wildlife Research Center.

A copy of the publication, which is a weekly science magazine, can be found in the FAA library on the ninth floor.

Saving the Earth. During the past year, the FAA has made major environmental accomplishments related to aircraft noise, aircraft emissions, and environmental compliance.

The agency launched a three-pronged effort to lessen the impact of aircraft noise, including a six-year, \$200 million research project to develop technology for quieter aircraft; encouraging and monitoring operator progress toward an all Stage 3 fleet; and encouraging communities and airports to work together to ensure compatible land use around airports.

In response to the growing concern about air quality issues, increased activities in the area of aircraft emissions have been undertaken by the FAA.

In the area of environmental compliance, the FAA increased its training of employees on environmental issues; began a comprehensive environmental compliance evaluation program of agency facilities; and increased funding for environmental activities.



Watch Your Step. Due to recent incidents of violent crime in areas surrounding the Headquarters building, Assistant Administrator for Civil Aviation Security Cathal Flynn recently announced several actions to ensure the safety of agency employees.

Police patrols have been increased in the area surrounding the Headquarters building during the morning and evening rush hours—6:30 to 8:30 a.m., and 3:30 to 5:30 p.m.

Because the C Street doors are secured after 6:30 p.m. daily, a buzzer will be installed for employees to gain access to the building after that time. Currently, employees have to walk to the Independence Avenue entrance to enter the building. The installation is scheduled to be completed sometime this summer.

Employees are reminded to be especially alert when exiting and entering the building, particularly after hours.

The Office of Civil Aviation Security will be addressing the overall employee safety issue during their upcoming security awareness week, May 24 through 26.

Government Trainers. The FAA recently awarded a \$154.4 million contract to train air traffic controllers over the next seven years to the Wash-

ington Consulting Group, Washington, DC.

Instructors will provide classroom training, computer-based instruction, and air traffic control radar and non-radar simulation training, using FAA-approved lesson materials.

Training will be conducted at the agency's major air traffic control facilities throughout the nation, including Alaska and Hawaii. The company will also provide instructional services to the Chicago, Southern California, and New York terminal area approach control facilities.

For the past seven years, the group has provided air traffic instructional services to the FAA at 13 air traffic facilities with a staff of 125 instructors.

Winning Artwork. Candice Dutch, niece of FAAer Dorris Dutch, recently received the FAA Flight Safety Junior "ACE" award certificate for placing third in the 12-14 age group flight safety poster contest.



Associate Administrator for Information Technology Theron Gray presents Candice Dutch with the "ACE" award certificate.

The original artwork is on display in the Airmen Registry Building, Oklahoma City, OK. The poster will be duplicated for distribution, and will be on display at major airshows and symposia.

Extra Copies. Need an extra copy of a past issue of *Intercom*, *FAA World* or *DOT Today*? They're available in room 911.

Headquarters Intercom

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System *from page 1*

tion—will serve as a special consultant to the Administrator. Dr. Donohue will work with Hinson to evaluate the FAA's internal process for managing acquisitions, system development, and new technology.

Saying he was committed to "making any changes necessary to get this program back on track," Hinson talked about the status of the assessments currently being made of the program.

The Center for Naval Analysis—a group commissioned to conduct an independent assessment of the organization, management, and financial concerns raised by the AAS program—will be coming out with their report next month. Also expected later this month is a report from a senior-level technical team assigned to examine the appropriate operational requirements for AAS and to scrutinize the previously established system requirements for current validity.

The data provided, Hinson said, along with information developed in a recent 45-day internal review of the program, is being integrated and ana-

lyzed by a top-level program restructuring team under the direction of the new AAS program director. Hinson testified that "the team is examining all options for program restructuring and is focusing on both short- and long-term deficiencies within the air traffic control system." He said that "every aspect of the system is on the table for review." Hinson then went on to explain that the program restructuring team will be guided by several fundamental principles.

→ Any proposed system changes must be determined to yield operational benefits in excess of their cost.

→ High risk activities will be minimized and use of available, off-the-shelf technology will be a preferred option, to the extent feasible.

→ The agency must be able to afford the program changes.

→ Realistic funding and implementation schedules must be established, and timely implementation of system elements that provided high user benefits is favored.

Hinson stressed that the "automation of our air traffic facilities is a top agency priority." He said he is committed to seeing that the agency "defines a workable program, deletes unnecessary

and unduly costly features, and establishes an implementation and funding schedule we can meet."

Flightplan

Strategic Planning. FAA Administrator David Hinson will speak on the FAA's Strategic Plan at the National Aviation Club's monthly meeting on *Thursday, April 28*, at the Hyatt Regency Hotel, Crystal City, VA, at 11:30 a.m.

The event is open to all employees. Tickets are \$32 for club members and \$35 for nonmembers. Reservations can be made by contacting Elizabeth Matarese, x66436.

Peer Recognition. The peer awards committee for the 1994 Associate Administrator for Contracting and Quality Assurance (ASU) awards program is accepting nominations through *Friday, April 29*.

The program gives ASU employees the opportunity to nominate coworkers who set the highest standards of excellence in their work and service to others during the previous year.

For more information, contact Gloria Snowden, x78268.

Buyout Penalties

Stipulations of Recently Passed Legislation

Employees are reminded that the recently passed buyout legislation states that anyone who returns to the government within five years of accepting a buyout must return the money received.

The penalty applies not only to those who return to the civil service, but also to those who come to work for the government under personal services contracts. The following factors should be considered when determining whether a proposed contract is considered personal services:

→ Is the work to be performed in a government facility, as opposed to the contractor's facility?

→ Who furnishes the principal tools and equipment, the government or the contractor?

→ Are the services directly applied to support current mission accomplishment activities?

→ Are comparable services performed by civil service personnel?

→ Is the need for the services expected to last beyond one year?

→ What is the extent of governmental supervisory authority over contractor employees?

There is a general prohibition against personal services contracts, but an agency may enter into such contracts if its appropriation or other statute authorizes it to do so. It is possible to be in a

situation that violates the personal services prohibition even when working under a legitimate support services contract.

Agencies are also authorized to waive repayment of the buyout incentive if the individual involved has "unique abilities," and is the only qualified applicant available for the position. This waiver authority does not extend to hiring under personal services contracts.

Employees who need help in determining whether a situation involves a personal services contract should contact the Procurement Law Division, AGC-500, (202) 267-3480.

Working Realities

Celebrating 'Take Our Daughters to Work Day'

The DOT and the FAA will participate in the second annual "Take Our Daughters to Work Day," on Thursday, April 28.

Developed and promoted in conjunction with the Ms. Foundation, the event is designed to focus attention on girls ages 9 to 15 as they explore the connection between education and the world of work.

Throughout the department, it is an opportunity for girls to experience the realities of the world of work and see how women contribute to the work force and to the economy, with emphasis on careers in transportation. The program encourages parents/guardians to bring their daughters to work for the day.

At DOT Headquarters, children of employees and students from Hine Junior High—the department's adopted school—will participate in field trips and other activities that will help them learn about transportation and transportation careers.

A schedule of DOT-sponsored events, including a 9 a.m. orientation

and opening remarks by DOT Secretary Federico

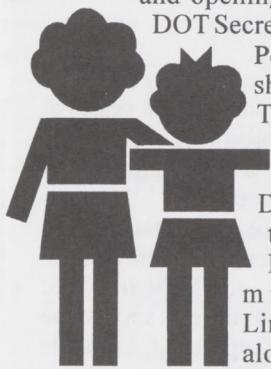
Peña is being shown on TV-TEN.

In addition to the DOT activities, FAA

Deputy Administrator Linda Daschle, along with several

Senior Executive Service women, will join FAAers and their daughters for a brown bag luncheon and informal networking session. Participants will also spend time with an FAA mentor during the event.

Field offices are also encouraged to sponsor activities supporting the program.



Boeing *from page 1*



mediate ETOPS approval from the FAA when the plane is ready for delivery in 1995. This would allow the airliner to fly as far as 180 minutes from an airport—where it could make emergency landings—as of the first day it is in service.

"The new Boeing airliner has made excellent progress toward winning fast-track approval for long ocean flights, which would give the Boeing Company a boost in competition with rival plane makers," said Hinson.

According to the FAA, Boeing is on schedule with virtually all major tasks, and hasn't run into any major unexpected difficulties. From the FAA perspective, said Hinson, "Boeing is meeting the objectives that have been set, and we expect them to meet the balance of the objectives in the ETOPS certification process."

Development of the new airliner began over three years ago and included Boeing employees, airline customers, suppliers of airplane parts and systems, and representatives of the world's three jet-engine manufacturers.

Customer airlines of the 777, including United Airlines, All Nippon Airways, British Airways, and Japan Airlines, worked directly with Boeing during the design process of the new aircraft. Their input resulted in more than 1,000 design changes—from lowering the height of the fuel panel for better accessibility, to increasing the size of push buttons so maintenance crews working in cold weather would not have to remove their gloves to open an exterior access panel.

Because the aircraft is designed entirely on computer screens, everyone involved can visualize the product before it's made.

The new Boeing 777 is about 209 feet long, 20 feet wide, and can seat as many as 440 passengers. The initial design will enable it to serve high-density routes, while a later version of the aircraft will be capable of longer, intercontinental flights. The first delivery, which will be to United Airlines, is scheduled for May 1995.

Boeing plans to roll out an even longer-range version of the 777 in 1996.

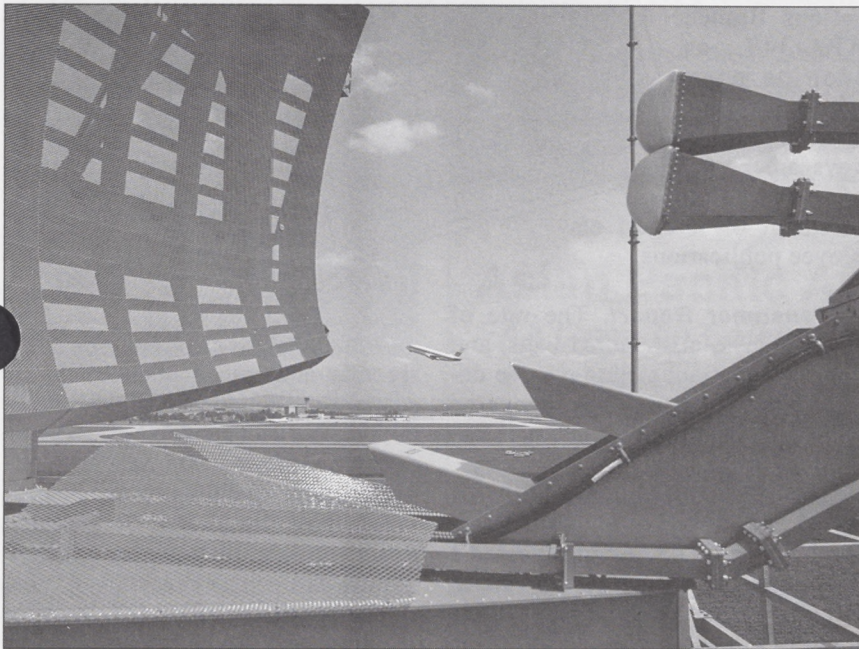


U.S. Department
of Transportation
**Federal Aviation
Administration**

Headquarters Intercom

Safety Always #1

Controllers Gain 'Cutting-Edge' Technology with ASR-9



ASR-9 state-of-the-art radar equipment at Huntsville, AL, airport.

Flight Standards Honors

*Second Annual Awards Program
Recognizes 32 Employees*

After a successful first year, Flight Standards honored 32 of its employees nationwide in its second annual awards program.

The awards 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 allows employees the opportunity to nominate a peer, subordinate, supervisor, or manager for national honors without a lot of "red tape."

turn to Flight Standards on page 4

"At the FAA, safety is job one," says Joaquin Archilla, acting Associate Administrator for Airway Facilities. "It always has been and will continue to be our primary mission," he affirms.

One recent safety enhancement Archilla points to is the successful development and installation of dual-channel ASR-9s—the newest in a series of airport surveillance radars at more than 70 major U.S. airports. At project's end, the state-of-the-art radar will provide reliable and key data to 134 FAA and military sites.

"Using the fully digital ASR-9, controllers can for the first time see aircraft in terminal airspace clearly, simultaneously, and without interference," says Jim Stagner, acting deputy director for Airway Facilities' new Resources Management Directorate. "Cutting-edge" features of the radar, says Stagner, include its ability to:

- ➔ Track aircraft in all kinds of weather.
- ➔ Detect and process information as targets move.
- ➔ Report on tangential movements.
- ➔ Display weather and aircraft graphics simultaneously.
- ➔ Process false alarm rates continuously.
- ➔ Communicate data efficiently with narrow-band transmissions.
- ➔ Incorporate an expert maintenance system.
- ➔ Maintain compatibility with analog or digital displays, Mode S, and monopulse and standard secondary surveillance radar systems.

"The ASR-9's effectiveness," adds Charles Stith, "is measured in terms of both reliability—which refers to system performance while in operation, doing its designated function—and

turn to ASR on page 5

Highlights

No More Spraying. Concerned about the possible long-term health effects, as well as immediate allergic reactions, DOT Secretary Federico Peña recently urged nations requiring pesticide spraying on aircraft while passengers are on board, to reconsider the practice.

In a letter to several foreign ministers of transportation, Peña requested notification within 30 days on whether their country requires spraying while passengers and crew are on board and if so, what insecticide is used, so that the public can be informed.

The U.S. stopped spraying 15 years ago because of health concerns and the questionable effectiveness of spraying.

"We recognize that obligations to protect public health and agriculture may result in varying disinsection requirements by nations," said Peña. "However, we are now considering various methods of notification of travelers who book flights from the United States to those countries that require spraying, so that passengers will have a full opportunity to consider their travel options."

The Environmental Protection Agency is reviewing manufacturer's acute-toxicity data to determine

whether exposure to aircraft insecticides can pose a significant health hazard.

Survey Reminder.

FAAers are reminded to take a few minutes to complete the reader surveys for both Headquarters *Intercom* and *FAA World*, and return them to the Employee Communications Branch, APA-340, as soon as possible.

These surveys are part of an overall assessment of internal employee publications.

Consumer Report. The rate of flight delays, mishandled bags, and complaints about airline service declined in February, when compared to the previous month's statistics, according to the DOT.

The department's monthly air travel consumer report related that the 10 largest U.S. airlines posted a 73.8 percent on-time arrival rate in February, an improvement over January's 70.5 percent.

The airlines had a mishandled baggage rate of 6.55 reports per 1,000 passengers in February, down from January's rate of 7.82.

The DOT received 658 complaints about airline service in February, almost 12 percent fewer than January's 745.

Empowered Teams. The FAA's Office of Human Resource Development recently set up a guide for developing empowered teams that is being distributed to agency managers. A limited number of booklets are also available upon request.

The booklet talks about how "empowered," "self-managed," and "self-directed" teams are being considered throughout the agency for improving

customer service and efficiently meeting increased demands.

Entitled "Teams: The Federal Aviation Advantage," the guide:

➔ Describes the different types of teams.

➔ Identifies when these teams are effective.

➔ Describes the necessary training and other requirements.

➔ Provides an organizational readiness assessment and team checklist.

➔ Provides a description of the consulting services available from AHD.

For more information, contact AHD-100, (202)

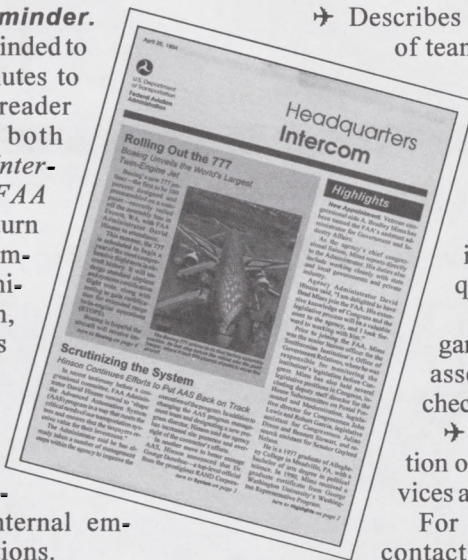
366-6670.

International Offices. The FAA recently announced plans to "draw down" its international flight inspection offices in Frankfurt and Tokyo over the next two years. Services conducted at the two offices will be provided from the United States, said Associate Administrator for Aviation Standards Darlene Freeman.

The Frankfurt office for flight inspection will be relocated to Oklahoma City, OK, as part of the Office of Aviation System Standards, which manages flight inspection. Employees will be transferred, and will perform the same duties with Oklahoma as the home base. The Tokyo office will be relocated to the Honolulu Flight International Area Office on an interim basis and will ultimately be combined with the former Frankfurt office in Oklahoma City.

Pilots and technicians in the flight inspection program are responsible for inspecting ground-based air navigation facilities at 5,500 sites worldwide. Domestic flight inspection offices are located in Atlantic City, Anchorage, Battle Creek, Sacramento, Atlanta, Honolulu, and Oklahoma City.

The Frankfurt office opened in 1962



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May 3, 1994
No. 94-15

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Editor

Briar S. Haggett
Editorial Assistant

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and has 10 FAA employees. The Tokyo office dates back to 1963, and has 18 FAA employees.

State-of-the-Art Facility. The new Air Traffic Control System Command Center in Herndon, VA officially began operations on April 15. FAA Administrator David Hinson will officially dedicate the new facility on May 19.

The new center continued dual-facility operations until the Head-



FAAer Rob Lowe, left, shows Kelly Poindexter, daughter of FAAer Don Eddy, the capabilities of the equipment at the new Air Traffic Control System Command Center.

quarters facility ceased operations completely in mid-April.

The Command Center was relocated from Headquarters due to size and technological constraints in the Washington building.

An employee open house was held at the new center for FAAers to see how the facility maximizes the agency's ability to manage international and domestic flight operations into the next century.

Breaking Ground. Minneapolis Air Route Traffic Control Center recently held a ground breaking ceremony for the first child care center at an ARTCC in the Great Lakes Region.

The floor plan, designed by an architectural firm in Georgia, includes a 660-square-foot building that can accommodate 75 children.

The board of directors for the not-for-profit corporation, which consists of several center employees, will be selecting a child care provider to pro-

vide child care services to FAAers and the surrounding community. The facility will open this spring.

Minneapolis Center is one of four facility sites that will be opening a child care center in fiscal year 1994. Other sites include Memphis, TN, Kansas City, MO, and Houston, TX.

Pan Am Families. The FAA Technical Center in Atlantic City, NJ, recently hosted about 60 family members and relatives of victims of the bombing of Pan Am Flight 103 over Lockerbie, Scotland.

The group toured the Technical Center's aviation security research and development laboratory, and was briefed on the latest advancements in bulk and vapor detection, weapons de-

tection, and aircraft hardening.

They also participated in a question-and-answer session with Assistant Administrator for Civil Aviation Security Cathal Flynn, and DOT's Director of the Office of Intelligence and Security Paul Busick.

Suggestion Line. Airway Facilities recently installed a new telephone line for employees to call and leave suggestions or comments about services provided in the Headquarters cafeteria.

The number is 493-4032. Headquarters FAAers may access the line by dialing x34032.

Calls will be taken by an answering machine, and cafeteria management will retrieve the messages and use the data to help improve cafeteria services.

Asian Pacific American Month

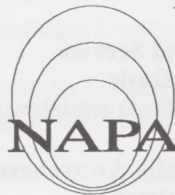
FAA Opening Celebration May 3

Events are scheduled throughout the agency in the next few weeks to mark National Asian Pacific American Month.

Here is a list of activities open to all FAAers:

Tuesday, May 3. FAA's opening ceremony, 10 to 11 a.m., Headquarters auditorium. FAA Administrator David Hinson will open the event, and the Wong Chinese Boxing Association will present a traditional Chinese lion dance and martial arts demonstration.

Wednesday, May 11. Cultural Diversity Library dedication, 11 a.m., room 1030. The new library will feature selections donated by the Gay, Lesbian, or Bisexual Employees group, National Black Coalition, National Hispanic Coalition, National Native American/Alaskan Native Coalition, Professional Women Controllers, and the Technical Women's Organization.



Thursday, May 12. Tai Chi class presented by Jay Aul, 12 noon to 1:30 p.m., room 5ABC. To register, please call Aul on x79862.

Monday, May 23. Smithsonian Museum of Asian Art tour, 12:30 to 1:30 p.m., featuring highlights of the Arthur M. Sackler Gallery. The tour can accommodate 20 people. To reserve a space, contact Diane Bodenhamer, x73178.

Thursday, June 2. Closing ceremony, 10 to 11:30 a.m., Headquarters auditorium. The ceremony will also include all other Washington-area government agencies. Guest speakers at the event will be Maria Hong, editor of *Growing Up Asian American*, and Phoebe Eng, publisher of *A* magazine. A reception and food tasting in room 5ABC will follow.

For more information, contact Diane Bodenhamer, x73178, or Al Kaulia, x78317.

Flight Standards Honors

Second Annual Awards Program Recognizes 32 Individuals

from page 1

Flight Standards employees across the country nominated coworkers in specific award categories. The national selection committee, made up entirely of non-supervisory employees, selected 32 winners who will be recognized at an awards ceremony next month. Named in their respective categories are:

Manager of the Year

Larry Dalrymple
Fairbanks Flight Standards District Office

Supervisor of the Year

Frederick Walker
Central Region Headquarters

Field Inspector of the Year

Stephen Smith
Louisville Flight Standards District Office

Staff Employee of the Year

Warren Robbins
Washington Headquarters

Administrative Employee of the Year

Gianna Crawley
Portland, OR Flight Standards District Office

Distinguished Service

Carolyn Davis
Louisville Flight Standards District Office

Excellence in Public Awareness

Dennis Ward
Fairbanks Flight Standards District Office

Excellence in Human Relations

George Jones
Atlanta Flight Standards District Office

Mentor of the Year

Edwin Robinson
Washington Headquarters

Innovations in Cultural Diversity

Nicholas Sabatini
Eastern Region Headquarters

Mission Possible Award

Team of:

Walter Garrard
Melvin Lamar
David Amsden
Gary Silkworth
D.E. Ehmann
Juanita Miller

Dallas-Fort Worth Flight Standards District Office

Good Friend

Steve Van Hoy
Southern Natural Gas Corporation
Judy Citrenbaum
Washington Headquarters

Barrier Breaker Award

Jerry Baas
Portland Flight Standards District Office

Strategic Management Award Training Center Transition Team of:

Jim Allen
Eastern Region Headquarters
Larry Ellis
Joe Monterosso
Dallas Flight Standards District Office
Jack Jetton
Houston Flight Standards District Office
Jim Kerr
Scottsdale Flight Standards District Office
Otis Key
Fort Worth Flight Standards District Office
Lance Meneghelli
Minneapolis Flight Standards District Office
Ron Meyers
Rich Perigo
Wichita Flight Standards District Office
Bob Pipkin
Miami Flight Standards District Office
Don Streeter
Washington Headquarters
Al Westbrook
Denver Flight Standards District Office
Mike Zenkovich
Dallas-Fort Worth Flight Standards District Office

Airport Surveillance Radars *from page 1*

availability—referring to the time when the system is available to the user.” Stith, a program director in AF’s Operational Support Directorate, explains how system deficiencies were identified during fiscal year 1991, and modifications were developed and installed.

Due in part to scheduled downtime to install these modifications, system availability decreased in 1991 and the first quarter of fiscal year 1994. Statistics covering more than four years show that the ASR-9’s availability has ranged from 97.37 percent to 99.19 percent, while reliability has fluctuated between 98.39 percent and 99.65 percent. During the same period, Airway Facilities employees have delivered 16 modifications to fine-tune the nearly perfect system and expect to provide six more by the end of this year.

“The critical time is if the system fails unexpectedly, making reliability the more crucial measurement of performance,” remarks Stith. “Scheduled



ASR-9 radar equipment in Toledo, OH.

outages, which are fully coordinated with service users, should not affect

safety.”

If the system does go down, the ASR-9 provides its own backup; at the same time, controllers also have access to the center enroute radar approach, a separate radar service, which transmits radar data from the adjacent air route traffic control center. In the rare event that controllers have no radar data available, they use nonradar procedures to assure continued safety for passengers.

“Enroute and nonradar procedures have an impact on capacity,” says Stith, “but they do not affect safety.” When either of the alternatives are used, controllers extend separation standards to maintain safe intervals. Also, scheduled use of alternative radars are limited to periods of low traffic.

“One of our goals,” Stagner says, “is continuous improvement. We will continually monitor system performance, as well as develop additional improvements as needed.”

Flight Standards' Best

Boston FSDO Wins National Recognition

New England Region's Boston Flight Standards District Office recently won national honors for its outstanding achievements during fiscal year 1993, significantly improving service to the public and air carrier certificate holders.

The Boston facility initiated a way of doing business that fully supports the Flight Standards Service strategic goals and the General Aviation Action Plan. Based on customer and employee input, they began a proactive program of fostering and promoting aviation in both general aviation and air carrier areas.

The 35-person team developed an action plan that focused on empowerment and ownership to achieve a goal of increased customer satisfaction. The plan was instrumental in the facility's success.

The organization's accident prevention program was recognized as “setting the standard for a FSDO.” Seminars stressing safety and compliance issues have become commonplace at the facility. Innovative topics, as well as seminar frequency, has increased participation dramatically.

The district office also conducted the first Pilot and

Aircraft Courtesy Evaluation program in New England Region.

These are the top regional flight standards district offices from which Boston was selected:

Allentown
Eastern Region

Cincinnati
Great Lakes Region

Portland
Northwest Mountain Region

North Florida
Southern Region

Reno
Western-Pacific Region

Dallas/Fort Worth Certificate Management Office
Southwest Region

All regional nominees will receive a special recognition plaque.

FAAers Honored

1993 Presidential Rank Award Recipients Announced

President Clinton recently announced the 1993 Senior Executive Service (SES) Presidential Rank Award recipients.



Alvin Thomas

Each year agencies may nominate career SES members whose performance is exceptional for at least three years for one of two presidential ranks—Distinguished

Executive or Meritorious Executive. The Director of the Office of Personnel Management, with the assistance of review panels composed of leading individuals from government and the private sector, recommends awardees to the President, who makes the final selection.

Presidential rank awards are rare and prestigious—the vast majority of executives would not expect to receive one during their careers. Each year, only one percent of SES members

governmentwide may receive the rank of Distinguished Executive with an award of \$20,000 and a gold recognition pin. Only five percent may receive the rank of Meritorious Executive, with an award of \$10,000, and a silver recognition pin.

This year, Craig Beard, Director of the FAA's Asia/Pacific Office, was among the 62 top-level executives governmentwide who were recognized and presented with the Distinguished Executive Rank Award. In addition, Bill Handel, Eastern Region Administrator; Harvey Safer, Technical Center director; and Alvin Thomas, Program Director



Harvey Safer

for Weather and Flight Service Systems, received Meritorious Executive awards.



Bill Handel

Transportation Transformation Day

DOT Activities Scheduled for May 9

The DOT will celebrate "Transportation Transformation Day" on Monday, May 9 to highlight the department's successes through the National Performance Review, and to announce plans for continuous change initiatives.

The FAA will be hosting several workshops at the department's headquarters in honor of the event. They are:

→ *Customer Service Improvements*, sponsored by the Technical Center, from 1 to 1:50 p.m.,

room 3204, in the Nassif building.

→ *Success Through Partnership*, sponsored by the Technical Center, from 2 to 2:50 p.m., room 3200-3202, in the Nassif building.

→ *Airway Facilities Cultural Change Efforts*, from 2 to 2:50 p.m., room 3204, in the Nassif building.

FAA's Southern Region is hosting a simultaneous celebration.

For more information, contact Cynthia Clark, x79962.



STAR SPANGLED INVESTMENT

Headquarters Kicks Off Bond Campaign



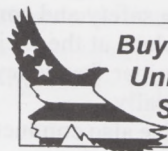
The Headquarters kick off for the 1994 U.S. Savings Bond campaign will be held *Monday, May 9*, in the building lobby at 10:30 a.m.

FAA Administrator David Hinson is the agency's unit vice chairperson for the campaign, and Assistant Administrator for Information Technology Theron Gray is the area campaign chairperson.

FAA Deputy Administrator Linda Daschle, along with Gray, will speak at the event.

The Coast Guard Band and Honor Guard will perform during the ceremony.

The annual drive continues through the end of May.



Buy
United States
Saving Bonds

Building Bulletin Board

Missing Catalogs. FAAers who borrowed General Services Administration furniture catalogs from the Facilities Management Branch should return them to Maureen Jones, AAF-52, room 115.

These catalogs are used by all Headquarters organizations for furniture selection.

Repair Services. Although the Facility Management Branch provides repairs for equipment, such as typewriters, calculators, date/time stamps, and microfiche, they do not furnish supplies such as ribbons, ink, and tape for the equipment.

Necessary supplies must be purchased through individual organizations.



A GPS First

Sardy Field in Aspen, CO, was the site of the world's first Global Positioning Satellite instrument commercial approach. The flight was Continental Express 2035—known to air traffic controllers as Jetlink—on a passenger-carrying revenue trip from Denver to Aspen late last year. The FAA has approved such limited use of GPS, allowing private and airline pilots of aircraft equipped with receivers to land more easily at smaller airports and to choose direct routes without having to rely on ground-based navigation aids.

National Data Exchange

NADIN II Transmits Messages in 'Packets'

The new National Airspace Data Interchange Network (NADIN II) recently received deployment approval from FAA's Acting Associate Administrator for Airway Facilities Joaquin Archilla.

The network is the first packet switching network to be used for the exchange of flight operations data. Packet switching divides messages into smaller units—called packets—before transmitting them through a communications network. The technology also allows data from many users to be transmitted simultaneously over the same communication lines.

The system will provide significant cost savings over current systems that require dedicated communication lines for every user.

NADIN II will be used by many FAA systems—including the Weather Message Switching Replacement System, the Automated Weather Observing System, and the Data Acquisition System—to transmit weather

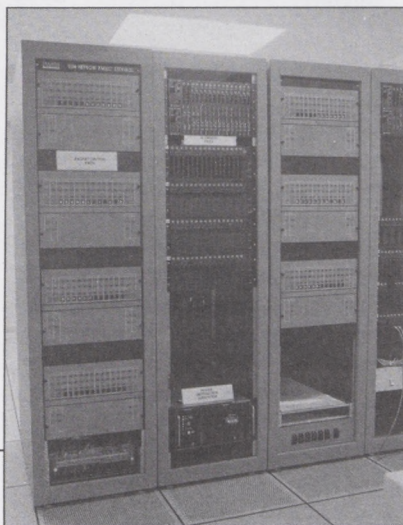
and flight data at a higher degree of speed and efficiency than is currently available.

The network consists of 24 packet switching nodes connected by leased telecommunications lines to form a network. These nodes are located at all FAA air route traffic control centers in the continental United States, Alaska, and Hawaii.

Network control centers are located near the centers in Atlanta and Salt Lake City. These facilities monitor and control the entire NADIN II system.

The FAA's Interfacility Communications Program Office managed the acquisition and implementation of the network.

National Airspace Data Interchange Network II equipment.



Flightplan

Hispanic Coalition. The National Hispanic Coalition of Federal Aviation Employees is holding elections for Capital Chapter director and treasurer on *Wednesday, May 4*, at 12 noon in room 812A.

Contact Mayte Agosto, x78972, for more information.



Silverman Nominations. Nominations for the fourth annual Sue Silverman Award are due *Friday, May 13*.

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 the FAA.

Nominations can be submitted *only* through an active FWPC member. Non-members interested in making a nomination, should contact a committee member.

For more information, contact Marion Issac, x77062.

Salute to Managers. The Headquarters Federal Women's Program Committee is holding its annual "Salute to Managers" luncheon on *Thursday, June 2*, at the Hyatt Arlington, 1325 Wilson Boulevard, Arlington, VA.

The event recognizes managers for their support of the group, and features the presentation of the Sue Silverman Award.

Luncheon cost is \$16. Payment—cash only for the exact amount—must be received by May 27.

For reservations contact Marcia Adams, x73488, Shelia Byrd, x78967, or Laura Water, x77854.

Seminar Series. The FAA's Operations Research Service is hosting its speaker seminar series on *Wednesday, May 11*, from 10 to 11:30 a.m. in the Headquarters Auditorium.

Guest speaker Ira Gershkoff, mem-

ber of the American Airlines Operations Analysis Group, will speak on how his group affects airline operations. The group monitors the daily operations and performance of the carrier, and identifies areas for improvement.

All employees are invited to attend.

Anyone interested in presenting a paper on the applications of operations research analyses and model development to the problems confronting aviation, or for more information on the series, may contact Robert Rovinsky, 287-8507, or David Winer, 287-8520.

Open Systems. FAA's Office of Information Technology, along with the Gartner Group Subscription Service, is sponsoring a presentation on "Open Systems: Turbulence in Transition," on *Friday, May 13*, from 10 a.m. to 12 noon in the Headquarters auditorium.

Keynote speaker will be Steve Wendler, vice president and director of Gartner's Open Systems Logical View Service.

The discussion will describe open systems; the fundamental factors that drive the adoption of open systems; how open systems facilitate vendor-neutral and portable applications; and how users should balance open systems and proprietary technologies in their information architectures.

Interested FAAers may call x79973, for more information or to make reservations.

Friends of Analysis. The Friends of Analysis group—sponsored by the Office of the Chief Scientist—is holding its next meeting on *Friday, May 6*, in the Round Room, from 10 a.m. to 12 noon.

The subject of the meeting will be "traffic flow management." Marcia Helme, Center for Advanced Aviation System Development, will speak on "Network Flow Optimization Models for Managing Air Traffic." Other speak-

ers include George Booth, Research and Development Service, who will discuss traffic management in the U.S.; Michael White, Center for Advanced Aviation System Development, will speak on the "Effects of Uncertainty on Traffic Flow Management Decision Making;" and Mark Salanski, Operations Research Service, who will discuss "Analysis of the Results from the First FADE Experiment."

For more information, contact Robert Machol, x79741.

ASD Peer Awards. The Fifth Annual Associate Administrator for System Engineering and Development (ASD) peer awards ceremony will be held *Wednesday, May 25*, at 1 p.m. in the Holiday Inn Hotel on C Street, Washington, DC.

The event recognizes group and individual accomplishments which support and promote the goals and mission of ASD. Nominations are being accepted in several categories, including technical and administrative achievement, and community service.

For more information, contact Sharon Black, ASD-10, 287-8511.

People

A Working Vacation. While on vacation in Doraville, GA, FAAer Rick White—a quality assurance specialist at the Raytheon facility in Waltham, MA—had the opportunity to speak about the FAA.

A local elementary school invited White to speak about the FAA and aviation as part of the school's Black History/Stay in School program. Taking the opportunity to promote aviation, White said "we all have an urgent responsibility to speak to our children."

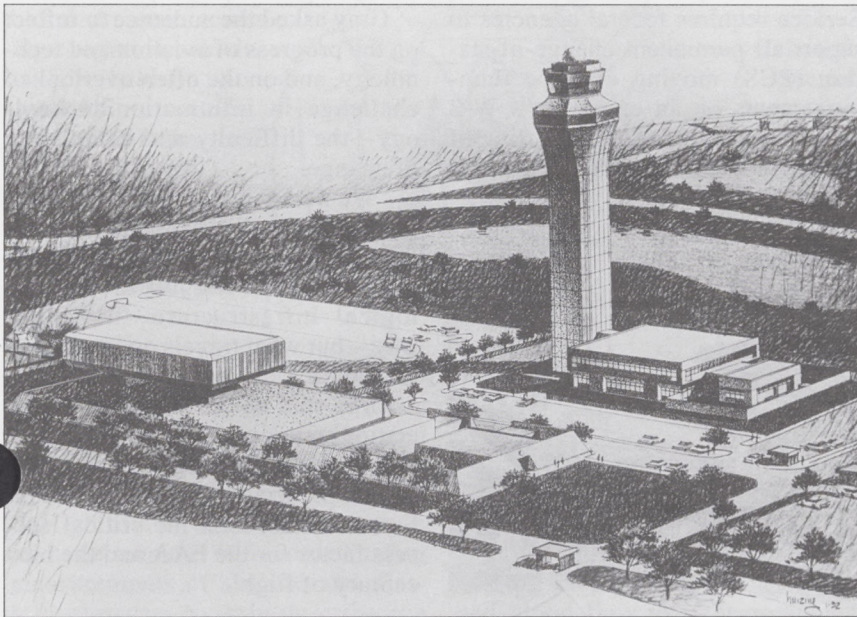
"I thoroughly enjoyed myself and derived a great pleasure from speaking to the youth," he said. "We all too often sit in our living rooms and let our opinions of subsequent generations be shaped and molded through the electronic media."





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

Headquarters Intercom



Artist's rendering of the new tower at Kansas City International Airport.

Out With the Old

Kansas City Breaks Ground for New Tower

A groundbreaking ceremony for a new airport traffic control tower at Kansas City International Airport was held recently in Kansas City, MO, with FAA Administrator David Hinson on hand to cast the first shovel.

The current tower, built in 1962, is being torn down due to asbestos in the insulation materials, age of original structure and systems, and lack of space in the terminal radar approach control facility room for new equipment.

During the ceremony Hinson said of the old tower, "it just doesn't have the capacity to receive the new electronic equipment that is coming on-line for use in air traffic operations. The building systems are now outdated and difficult to replace, making it increasingly expensive to maintain the tower at the

required performance level."

A \$10.6 million contract was awarded in March to Walton Construction Company, Kansas City, MO, to build a new tower and a 24,000 square foot terminal radar approach control base building at the airport. The new tower—which is scheduled for completion sometime in 1997—will shelter the latest, state-of-the-art electronics and equipment for air traffic control management. It will stand 21 stories tall.

"This decade will see a revolution in aviation like no other since we moved from directing air traffic with flags and bonfires," said Hinson. "It's a time for a new architecture for air traffic control—one that's self-regulating, self-funding, and self-governing."

Highlights

'Better Tools.' DOT Secretary Federico Peña recently met with members of the National Air Traffic Controllers Association in Tampa, FL, to talk about the corporatization of the air traffic control system.

Stressing that the full support of association members is needed to make change happen, Peña said "air traffic controllers know better than anyone else the ridiculous constraints that our system now operates when it comes to budget, procurement procedures, and personnel policies." He said that "it's past time we provided the people who control America's air traffic with better tools to do their job."

Citing antiquated air traffic equipment, Peña said "it is time for a change—now."

Peña explained how the new federal Air Traffic Services Corporation will have a board of directors on which air traffic controllers will be

turn to Highlights on page 2

'Badge of Professionalism'

Hinson, Daschle Speak at Professional Women Controllers Convention

Both FAA Administrator David Hinson and Deputy Administrator Linda Daschle praised air traffic control professionals for handling "awesome responsibilities" with excellence, during the 16th annual Professional Women Controllers convention.

turn to Professional on page 4

Highlights from page 1

"directly represented and have a voice."

The Secretary told the association the FAA will retain authority for safety oversight of the new corporation—just as it does over private airliners and aircraft manufacturers. There will be no bottom-line to cut corners on safety, he emphasized.

"The traveling public, the American aviation industry, and the whole economy deserves better," said Peña. "We need to create a modernized air traffic control system that can move quickly and keep pace with the 60 percent increase in air travel over the next decade."

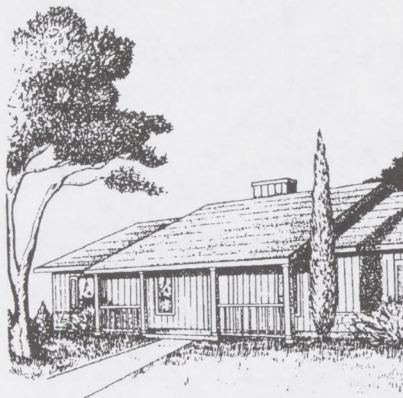
Special Consultant. FAA Administrator David Hinson recently named Dr. George Donohue of the RAND Corporation to be special consultant to the Administrator.

Dr. Donohue will work with the Administrator to evaluate the FAA's internal process for managing acquisitions, systems development, and new technology. As a vice president for the RAND Corporation—a private, non-profit research and analysis institution in Washington, DC—Dr. Donohue directed the corporation's multi-million dollar project AIR FORCE where his re-

sponsibilities included overseeing the research agenda for the project and ensuring adequate quality control and financial management.

An engineer by profession, Donohue holds a Ph.D. from Oklahoma State University.

Moving Expenses. A new requirement issued by the Internal Revenue Service requires federal agencies to report all permanent change-of-station (PCS) moving expense reimbursements on an employee's W-2 form. This includes the reporting of tax-exempt PCS moving expense reimbursements.



Prior to this requirement, the FAA only reported taxable PCS moving expenses on the W-2.

Both the PCS and Payroll systems are currently being updated to accommodate the new IRS requirement.

Challenges of a Decade. Highlighting the FAA's current information technology efforts, Assistant Administrator for Information Technology Theron Gray recently spoke to the Government Computer News Forum at the National Press Club.

He illustrated the agency's current data-intensive information technology efforts by discussing some of the FAA's key decision support systems—the Safety Performance Analysis System (SPAS), and the Operational Data Management System (ODMS).

SPAS is a flight standards data analysis support tool that will pro-

vide agency inspectors, supervisors and managers with user-friendly access to information in more than 25 DOT databases. The ODMS is a joint Air Traffic and Information Technology partnership that will provide national operational data related to air traffic control. It is scheduled to replace existing, labor-intensive National Flight Data systems.

Gray asked the audience to reflect on the progress of aviation and technology, and on the often overlooked challenge in information technology—the difficulty and complexity of change.

"We must view information technology not as little 'i,' big 'T.' We must be aggressive and accountable in planning for not just the technological infrastructure—the highway—but what travels on it—the information."

Gray said he "believes that cooperation among government, labor, and industry to create organizations that are people friendly and meet real information needs is the critical success factor for the FAA and the next century of flight."

Aviation Education. Educators from across the country recently gathered in Norfolk, VA, to attend the National Congress on Aviation and Space Education's annual conference.

Sponsored by the FAA, National Aeronautics and Space Administration (NASA), and the Civil Air Patrol, the event included over 50 workshops on a wide variety of aviation subjects. Field trips included visits to Kitty Hawk and the Wright Brothers Memorial, the Virginia Air and Space Center, Langley Air Force Base, and the NASA Langley Research Center.

During the conference, the Ninety-Nines, Inc.—the international organization of women pilots—awarded the group's Amelia Earhart Award for Excellence to the top four aerospace education teachers from the Commonwealth of Virginia. FAAer Elizabeth Matarese, a member of the Ninety-Nines, presented the awards, which included a \$100 check for re-

Headquarters Intercom

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Watch It!

May is National High Blood Pressure Month

The month of May has been designated as National High Blood Pressure Month.

The Headquarters Health Awareness Program invites FAAers to participate in blood pressure screening programs, which will be held on the second floor outside the cafeteria on the following dates:

→ *Wednesday, May 11, 8:30 to 11:30 a.m.*

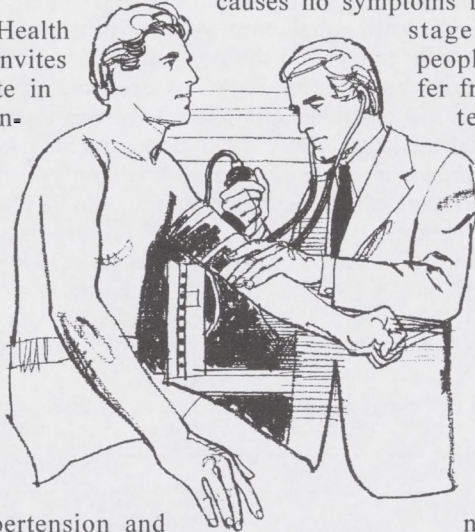
→ *Friday, May 20, 11:30 a.m. to 2:00 p.m.*

→ *Wednesday, May 25, 9 to 11 a.m.*

Literature on hypertension and one-on-one counseling will also be available during the screenings.

High blood pressure, also known as hypertension, is recorded using measurements of systolic and diastolic pressures. Systolic describes the pressure within the arteries when the heart is contracting, and diastolic refers to the pressure when the heart is relaxing.

The diagnosis of hypertension is complicated by the fact that it often causes no symptoms in its early stages. Some people may suffer from persistent headaches, fatigue, and tension, but these symptoms can indicate other conditions, as well as hypertension. The most accurate diagnosis of high



blood pressure is an accurate measurement of the systolic and diastolic pressures.

When pressure rises in the blood vessels, they can become damaged, and blood flow to vital organs can decrease. Left untreated, hypertension can cause strokes, kidney failure, vision problems, heart attack or heart failure.

Healthbeat

New Hours. The Headquarters health clinic, room 327, will be open daily from 7:30 a.m. until 5 p.m., with normal lunch time from 12 noon to 1 p.m. If an emergency occurs, the lunch hour may vary.

In case of an emergency when the clinic is not covered, employees can dial 9-911.

The Office of Aviation Medicine regrets the need to temporarily limit service hours. The reduction in staffing has mandated these changes. The Office appreciates the understanding of all employees.

Allergy Injections. Allergy injections will be given in the clinic, room 327, on *Tuesdays and Thursdays* from 8:30 to 11 a.m., and 2 to 4 p.m.

Routine Screenings. Routine blood pressure screenings are taken on *Wednesdays* from 8:30 to 11 a.m., and from 2 to 4 p.m. If a screening is needed for an employee's private physician, special arrangements can be made.

ipients to use in their aerospace education programs.

The 1995 conference will be held in San Diego, CA.

NTSB Safety Study. The National Transportation Safety Board recently launched a safety study on the commuter airline industry that will include a comprehensive survey of a representative sample of operators on issues ranging from pilot training and qualifications to maintenance and inspection programs.

The survey will be conducted among approximately 25 commuter airlines, reflecting all regions of the country, and all sizes of operation

and types of equipment. It will compare the Part 135 operators with those that operate under both Part 135 and Part 121.

The major issues that will be covered by the survey are pilot selection criteria, and pilot training programs, including the use of simulators and contract flight schools. Also included are flightcrew scheduling practices, FAA surveillance activities, airline maintenance programs, aircraft cabin safety, and other factors relating to the differences between commuter and major air carrier operations.

The final report will be considered by the board at a public meeting later this year.

People

Seeking Donations. Richard Stark, area supervisor, Cleveland Automated Flight Service Station, is seeking donations to cover medical costs for his wife, who has bone marrow cancer. Surgery in excess of \$100,000 may be necessary for her recovery, and is not covered by Stark's health benefits plan.

FAAers who would like to make donations can send a check or money order to the Claire Stark Fund, PremierBank & Trust, 160 Cleveland Avenue, Amherst, OH, 44001.

For more information contact Laura Dugger, (216) 267-3250.

Flightplan

College Money. The deadline is *Friday, May 20* to apply for the Headquarters Employee Participation Group's third annual scholarship program.

All permanent full-time and part-time Headquarters FAAers, their spouses and dependents are eligible to apply. Applicants may be full or part-time graduate, or undergraduate students. Courses must be taken at an accredited college or university. For more information, contact Gerri Robinson, x79678.



Silverman Nominations. Nominations for the fourth annual Sue Silverman Award are due *Friday, May 13*.

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 the FAA.

Nominations can be submitted *only* through an active FWPC member. Nonmembers interested in making a nomination, should contact a committee member.

For more information, contact Marion Issac, x77062.

Salute to Managers. The Headquarters Federal Women's Program Committee is holding its annual "Salute to Managers" luncheon on *Thursday, June 2*, at the Hyatt Arlington, 1325 Wilson Boulevard, Arlington, VA.

The event recognizes managers for their support of the group, and features the presentation of the Sue Silverman Award.

Luncheon cost is \$16. Payment—cash only for the exact amount—must be received by May 27.

For reservations contact Marcia Adams, x73488, Shelia Byrd, x78967, or Laura Water, x77854.

Professional Women Controllers *from page 1*

tion in Washington, DC.

In her keynote speech, Daschle pointed out that air traffic control is 99.999 percent safe, saying "you have taken on a formidable task, and made the difficult seem commonplace."

"It's quite a feat to have hundreds, thousands of lives in your hands all at once," said Daschle. "Even the world's greatest surgeon takes on one patient at a time."

FAA Administrator David Hinson gave his perspectives of the agency from his 40 years as a customer, and for the last several months as agency Administrator. He gave the agency an "A" for meeting its twin mandate of promoting aviation and providing safety.

Daschle also related that "as an agency, we're undergoing tremendous change," and we need to keep the focus on the customer. She noted that the FAA's operations are hindered by the red tape that drains the life from efficient business practice. "On the equipment side of the house, we're buying hardware that won't be delivered until well after another piece of technology



Pat Smith, Professional Women Controllers vice president, presents FAA Deputy Administrator Linda Daschle with a commemorative poster of the group's first 15 years. On the right is Dawna Vicars Smith, Professional Women Controllers president.

has passed it by," she said.

And the FAA does not operate in a vacuum, she said. "Aviation produces 6.1 percent of the world's gross national product. The tax revenues alone exceed \$300 billion."

Pointing to the time lag in procurement, Daschle said that corporatization is the answer. A corporate air traffic control system "is not a new idea, but an idea whose time has come," she said. "Corporatization will show us what happens when gov-

ernment gets out of the way."

Through the National Performance Review and the Airline Commission's reports, industry and the taxpayers have spoken, and a piecemeal approach to change at the FAA is not the answer, Daschle noted. It's time for the agency to re-engineer and restructure how it operates, she said.

Daschle also encouraged the group to be part of the tremendous change that is going on in the aviation environment. "Take an active role in being up on things," she advised. "The more in-

formed you are, the better you perform. It's that simple," she said.

And competence is key. "Your hallmark must be the badge of professionalism, your thumbprint dedication, and your footstep perseverance," Daschle stated.

In addition, Daschle asked the group to share their expertise. "We must insure that this agency reflects the make-up of the flying public in look and outlook," she stated. "You are the voices we need to hear."



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

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Moving Forward

*Gore, Peña, Hinson Unveil
Air Traffic Services Corporation Proposal*

Leading the campaign to "reinvent" federal government, Vice President Al Gore, along with DOT Secretary Federico Peña and FAA Administrator David Hinson, unveiled the Administration's proposal for the U.S. Air Traffic Services Corporation at a recent press conference at Washington National Airport.

"This idea illustrates several important reinvention principles," said Gore. "With the current structure, we can't procure the state-of-the-art technology necessary to make air travel not only safer, but more efficient."



Vice President Al Gore and DOT Secretary Federico Peña discuss how a government corporation would speed up modernization of the air traffic control system.

Gore stressed that reinventing government is also about empowering employees. "By freeing the FAA from the actual delivery of services, the employees can focus more fully on
turn to Corporation on page 6

Coping With Change

Hinson Unveils FAA's Strategic Plan

The FAA actively solicited input from the aviation industry as a major building block of the agency's newly adopted comprehensive strategic plan, FAA Administrator David Hinson said at a recent meeting of the National Aviation Club.

The two-volume plan provides not only the agency's long-range visions, goals, and objectives, but detailed milestones that the FAA will seek to achieve over the next five years. It resulted from a series of first-ever events initiated by the FAA which

included meetings with private industry to define issues, along with three free-wheeling panel discussions, called "challenger sessions."

These meetings with aviation and trade association leaders, as well as agency personnel, zeroed in on areas of concern, set deadlines to meet goals, and focused emphasis on guiding the aerospace industry worldwide into the next century.

"This is unique because it is the FAA's first strategic plan that includes
turn to Strategic Plan on page 5

Highlights

Educational Policy. FAA Administrator David Hinson recently signed the agency's aviation education policy statement, linking aviation education with the FAA's strategic plan initiatives.

The policy states that "because the FAA's aviation education program is central to the agency's mission of maintaining America's preeminence in world aviation, it shall be the policy of the FAA to enhance our leadership position by creating aviation education programs that promote and support the growth of aviation through public education."

The agency will continue to nurture partnerships—both domestically and internationally—as a means of leveraging agency resources, enhancing aviation networks, and educating fellow citizens.

Hinson stated that he was "committed to strengthening America's competitiveness through quality aviation education programs that serve the needs of our diverse citizenry and contribute to the building of the economic infrastructure of our nation's communities."

DUATS Award. The FAA was recently selected by the 90-nation Fédération Aéronautique Internationale (FAI) to receive its Group Diplome for Aeronautics for 1993 for the concept and implementation of the Direct User Access Terminal System (DUATS).

The citation reads in part, "The DUATS program has enhanced safety of flight in the United States, *turn to Highlights on page 2*

Highlights *from page 1*

creased the efficiency of aircraft operations, and significantly enhanced general access to aeronautical, meteorological, and other critical information on a scale unprecedented in the history of aviation."

The award will be presented at the organization's 87th annual general conference in Antalya, Turkey, in October of this year.

The FAI is the oldest international aviation organization in the world. Its primary responsibilities include coordinating sport aviation on a worldwide basis, certifying aviation and space records, and recognizing aviation and space achievements.

FEGLI Change. The Human Resource Management Division advises employees that the Office of Federal Employees Group Life Insurance changed the way it pays life insurance proceeds to beneficiaries.

Beneficiaries receiving less than \$7,500 will receive a single check for the entire amount. Those receiving \$7,500 or more will automatically receive a money market option ac-

count checkbook. The FEGLI proceeds will immediately begin earning interest upon establishment of the account. Checks may be written for \$250 or more, up to the full amount in the account upon receipt of the checkbook.

In June 1993, a change was made relating to the amount of Option A coverage for employees whose Basic coverage is capped by the salary for Level II of the Executive Schedule. Those employees are entitled to Option A insurance in excess of the normal \$10,000, so that when Option A and basic insurance are combined, that total amount equals the amount of the employee's basic rate actually payable. Employees in this category should contact the Employee Relations Team, AHR-140, to have the actual amount of Option A computed.

Any other questions may be directed to AHR-140, (202) 267-8916.

AOPA Award. New England Regional Administrator Arlene Feldman recently received the Aircraft Owners and Pilots Association's presidential citation for her "unswerving dedication to aviation; extraordinary commitment to excellence in public service, in championing common sense and users' concerns in administering FAA programs; and in building an aviation education program that stands as an example for all."

As regional administrator, Feldman manages FAA activity in Connecticut, Massachusetts, New Hampshire, Maine, Rhode Island, and Vermont. She is particularly active in aviation education, where she developed an outreach program for over 75 New England schools.

The commendation was presented by AOPA President Phil Boyer at the annual meeting of the Aero Club of New England.

Updating FAA World. A notice is being circulated throughout the agency to update current distribution lists for *FAA World*, allow-

NOTICE

ing each organization to receive the number of copies necessary for its employees without wastes or shortages.

The Office of Public Affairs requests that all organizations carefully assess their distribution needs and respond to the notice in the specified time frame.

The goal is to make magazine distribution more cost effective and flexible.

Safety Program. The FAA, American Airlines, and the Allied Pilots Association (APA) recently reached an agreement to begin an innovative program designed to improve flight safety by having pilots voluntarily disclose inflight safety problems as well as possible infractions of the Federal Aviation Regulations.

The program, called American Airlines Safety Action Program is designed to identify and reduce or eliminate possible flight safety concerns, as well as minimizing deviations from the Federal Aviation Regulations. It differs from other pilot self-reporting programs in that the airline and the FAA will have a greater opportunity to act on violations and correct many identifiable hazards to an individual airline.

An event review team—consisting of a member from the FAA, American Airlines, and the Allied Pilots Association—will review the information submitted by pilots, as well as the safety issues associated with the incident, and make recommendations to the airline, Allied Pilots Association, and the FAA, to resolve the problem.

A confidential reporting system will be used in the program.

Technology Day. The FAA Technical Center's Office of Research and Technology Applications, in conjunction with Hughes Aircraft Company,



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Arlene Feldman

recently hosted a Technology Day.

The event included a demonstration of air traffic control systems using off-the-shelf hardware technology and highly-disciplined software developments. Presentations focused on systems engineering methodologies.

More than 100 participants from industry, aviation associations, academia, and the FAA were in attendance.

Tax Exemptions. Employees on official travel are reminded by the Office of Accounting not to use any unofficial tax exempt forms for hotel/motel taxes. Use of anything other than the legal form approved for use in a given jurisdiction can be construed as tax evasion.

The FAA travel manual reminds employees who are on official travel to seek exemptions from occupancy taxes whenever possible to obtain a lower cost of lodging to the federal government. The Federal Hotel/Motel Discount Directory lists locations which grant occupancy tax exemptions, and the required steps to claim the exemption.

For further information, employees can contact their servicing accounting office.

Quality Air. The Air Transport Association recently announced the results of a comprehensive study of airline cabin air quality which confirmed that the environment on-board aircraft does not pose a health risk to passengers and crew.

Anonymous testing—without any notification to flightcrews—on cabin air and other environmental qualities was done on 35 flights which provided a representative sample of major U.S. airlines and the types of aircraft they operate.

"This study confirms that aircraft systems safely and effectively maintain a healthy air quality system for airline passengers and crew members," said Air Transport Association president Jim Landry. "Both older aircraft, with an all-fresh air system, and newer aircraft, that have a combination of



New Partnership

FAA Administrator David Hinson recently signed a proclamation with National Aeronautic Association Board (NAA) Chairman Wesley McDonald to promote aviation education and public awareness. The agreement established a partnership "between the FAA and NAA to increase public awareness and understanding of the vital role aviation plays in the national transportation system and providing aviation education programs to the citizens of the United States of America." Both organizations hope that the mutual benefits of such a partnership in aviation education will lead to increased and improved benefits to both the educational community and the general public.

fresh and recirculated air, meet or exceed standards that are designed to ensure a healthy environment."

The study also found that air particulate and contaminant levels were low enough to indicate an efficient air filtration system, carbon dioxide levels easily met OSHA standards, temperature variation does not indicate a problem with aircraft ventilation systems, and in-cabin noise levels are well below OSHA noise exposure limits.

Information Exchange. The Civil Aeromedical Institute (CAMI) recently hosted the first-ever informational exchange with the Department of Defense's Human Factors Engineering Technical Group.

The group discussed human factors issues of common interest to FAA scientists and their counterparts in the technical group from the three military services, the Coast Guard, and the National Aeronautics and Space Administration.

FAA human factors projects involve human performance in avia-

tion systems safety, flight deck activities, maintenance, and air traffic control. CAMI's projects include those relating to air traffic control, cabin safety, impact studies, forensic toxicology, and general aviation aircraft flight simulation studies.

Withholding Tax. The optional federal withholding rate for supplemental payments, such as lump sum payments and awards, recently increased from 20 to 28 percent.

This increase will also impact permanent change-of-station withholding tax allowance (WTA) payments.

Servicing accounting offices have been notified by the Office of Accounting to use the 28 percent rate effective immediately for supplemental payments and to determine the WTA payment.



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Streamlining with Care

Buyouts, Early Outs Promote Diversity

Streamlining has the potential to affect work force composition for years to come. During this period of downsizing, FAA executives have been advised of the following ways to protect and boost recent gains in diversity in accordance with the agency's diversity plan.

➔ Whenever possible, streamlining goals should be achieved through voluntary actions, instead of reductions in force (RIFs) or other involuntary actions. RIFs primarily endanger the jobs of minorities and women who make up 75 percent of the FAA's nonsafety work force; also, 60 percent of those minorities and women have four or fewer years of service.

➔ Staff reductions should be spread throughout the organization, rather than concentrated in areas that have diverse employee representation.

➔ Hostile work environments should continue to be eliminated. From fiscal years '91 to '93, the percentage of minorities and females voluntarily leaving the FAA has decreased slightly, while the percentage of nonminority and male separations has slightly increased. Overall, the total number of separations has decreased during the past three years.

➔ Minorities and women should be encouraged to prepare themselves for future promotions—to apply for the Women's Executive Leadership Program, Executive Potential Program, DOT Fellows, in-grade reassignments, details, individual development plans, and on-the-job training. During the last three years a greater proportion of promotions have gone to minority employees, and women receive proportionately more promotions every year. At present,

they receive about one-third of all promotions.

➔ Any hiring that does take place should conform to established agency affirmative employment and diversity plans. Although the number of total hires over the last three fiscal years has decreased by 80 percent, the proportion of women hired has increased by seven percent. Last year, women and men were hired at almost a one-to-one ratio.

Under the government-wide mandate to get down to size and to do it through a "flatter" organizational structure, more changes are yet to come in several areas—FAA's overall employment, the number of grades 14 above, and its supervisory-to-employee ratios. Still, the tools for reduction must be wielded carefully and creatively so that a diverse as well as a quality organization is the result.

Moving Ahead

In-Trail Climb Validation Flights a Success

The second in-trail climb validation flight was successfully completed over the Pacific ocean by a Delta L-1011 aircraft, reported Associate Administrator for Regulation and Certification Tony Broderick.

In-trail climb is part of a joint FAA and industry effort to allow faster, more efficient aircraft which are behind and below slower aircraft in oceanic airspace, to climb through the leading aircraft's altitude to get a more efficient track.

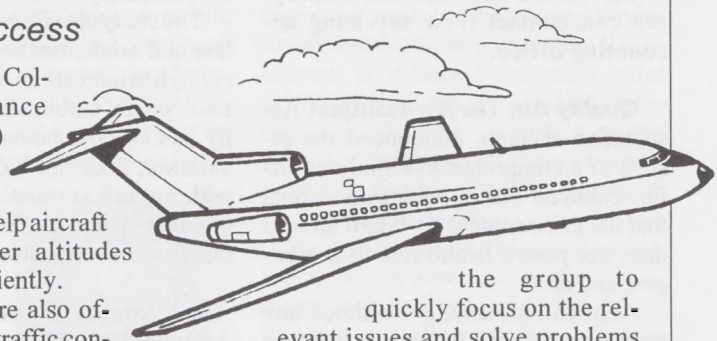
Without radar surveillance for transoceanic operations, current procedures can trap faster aircraft below and behind larger aircraft for hours, forcing them to fly at speeds and altitudes where they burn a lot more fuel.

This new technique combines

Traffic Alert and Collision Avoidance System (TCAS) technology and air traffic control support to help aircraft climb to higher altitudes safely and efficiently.

The procedure also offers oceanic air traffic controllers more flexibility in managing safe separation of aircraft.

A unique aspect in the development of this procedure was the use of simulation to explore the realm of the possible, define and refine requirements, and finally to test the procedure. From the very beginning, the method incorporated the use of real-time, human in-the-loop simulation. This enabled both the FAA and industry to see the process, and allowed



the group to quickly focus on the relevant issues and solve problems as they were presented.

These validation flights represent the first major oceanic procedure innovation—that can be implemented within one year for enhanced safety and efficiency—in nearly 30 years.

Upon completion of flightcrew training, the in-trail climb procedure will undergo several months of operational trials in U.S.-controlled Pacific oceanic airspace.

Window Closes

Statistics Compiled for Buyouts

FAA's buyout window closed on Tuesday, May 3, with almost 2,700 employees taking advantage of the separation incentives. Approximately 59 percent of the buyout recipients took regular retirement, 32 percent separated on early retirement, and 9 percent resigned.

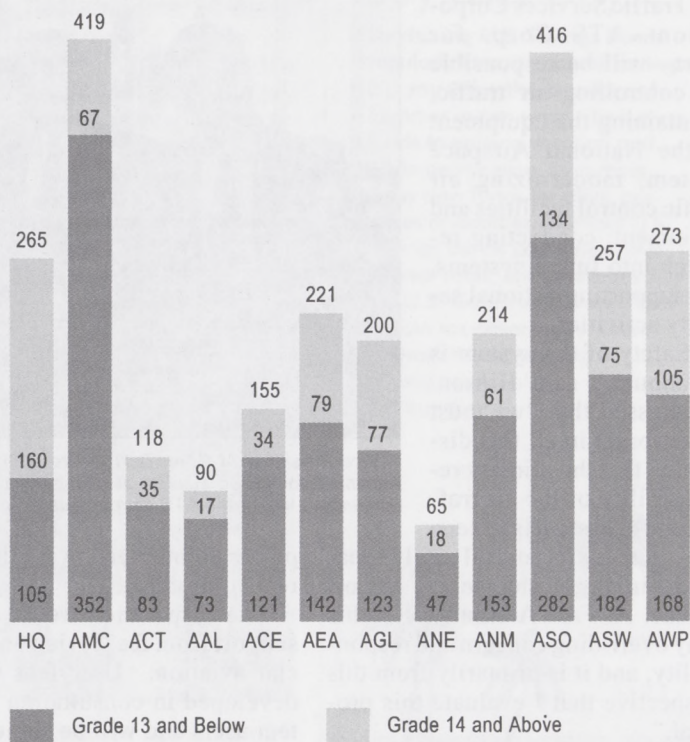
FAA-wide about 31.5 percent of the more than 8,600 retirement-eligible employees left during the buyout window. More than 32 percent of the employees who left were grades GS-14 and above, with 68 percent at GS-13 and below.

In Headquarters, 265 employees took buyouts. The numbers by Headquarters organization were: AXO, 2; AAT, 37; AAF, 28; AFS, 8; AIR, 4; AVS, 15; AXD, 57; AXQ, 5; ARP, 12; ACS, 4; ABA, 11; AIT, 12; AHR, 25; API, 19; APA, 3; AGC, 6; ASC, 3; ACR, 2; and AOA/ADA, 12.

The early retirement window, which opened on March 14, will remain open indefinitely. There are no plans for a second buyout window.

In the accompanying graph, total departures are charted by area and grade.

The *Intercom* staff wishes all these former employees well; they will be missed.



FAA Strategic Plan *from page 1*

heavy input from the aviation industry, other government agencies, environmental groups and FAA employees at all levels," Hinson said. "Drawing together these groups to create the plan puts into place the objectives of the DOT's strategic plan to promote a safe, efficient transportation infrastructure that meets the needs of its customers."

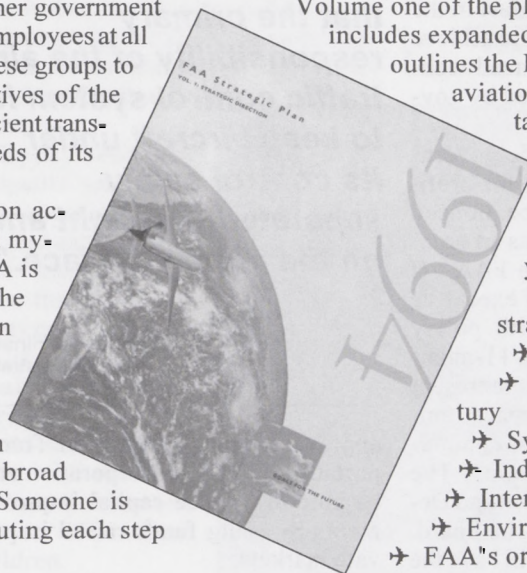
Another first is the plan's emphasis on accountability. "I am holding the FAA and myself accountable," said Hinson. "The FAA is on the line to report to industry on the progress we make in our strategic plan milestones."

According to Hinson, the plan "sets forth exactly what we have agreed we need to do as an agency and spells out, in detail, how we will do it. It breaks down broad goals into discrete, manageable steps. Someone is assigned specific responsibility for executing each step and is given a deadline."

Volume one of the plan, "Strategic Direction," includes expanded goals and objectives and outlines the FAA's mission and the top aviation issues the agency will tackle. The second volume, "Strategic Implementation," lists the specific milestones which set policy for the next five years.

The plan highlights seven strategic issue areas:

- System safety
- Aviation in the 21st Century
 - System capacity
 - Industry vitality
 - International leadership
 - Environmental responsibility
- FAA's organization



Corporation *from page 1*

the safety of the services," he said.

Under the proposal, the Air Traffic Services Corporation—ATS Corp. for short—will be responsible for controlling air traffic, maintaining the equipment of the National Airspace System, modernizing air traffic control facilities and equipment, conducting research into future systems, and supporting national security activities.

"Safety of the system is paramount," said Hinson. He stressed that "we must never forget in all this discussion that the primary responsibility of the air traffic control system is to keep aircraft under its control safely separated—in flight and on the airport surface. As FAA Administrator, this is my overriding concern and responsibility, and it is primarily from this perspective that I evaluate this proposal."

An interagency committee that studied the issue of copratizing the air traffic control system—at the direction of DOT Secretary Federico Peña—found that while the FAA's air traffic system is "the safest in the world," the agency's ability to achieve a timely delivery of advanced technology systems is hampered by government regulations.

As a wholly-owned U.S. government corporation, the not-for-profit ATS Corporation will be housed within the DOT and exist as an organization separate from the FAA. It will be headed by a chief executive officer in accordance with policy guidance established by an 11-member board of directors who represent users of the nation's airspace, employee unions, the business community, and the general public. The Secretaries of Transportation and Defense will also be part of the board. The FAA Administrator will have the



Vice President Al Gore, DOT Secretary Federico Peña, and FAA Administrator David Hinson at Washington National Airport press conference where the ATS Corporation proposal was unveiled.

power to intervene to resolve safety-related problems.

The corporation would derive its support from fees levied on commercial aviation. User fees would be developed in consultation with system users and will be subject to dis-

"We must never forget in all this discussion that the primary responsibility of the air traffic control system is to keep aircraft under its control safely separated—in flight and on the airport surface."

David Hinson
FAA Administrator

approval by the Secretary of Transportation. The ATS Corporation will be able to finance capital improvements by using funds raised in private markets.

Of the agency's 52,000 employees, about 40,000 would go into the ATS Corporation, including air traffic controllers, electronic technicians, and others who maintain and support the system. All other employees will remain with the FAA, which will retain its historical mission of assuring aviation safety and security through its existing regulatory functions, and will maintain safety oversight of the ATS Corporation. The agency will continue its programs related to the promotion of airport development and safety.

Hinson pointed out that the transition "won't happen overnight." He said the proposal faces "healthy debate in Congress, the press, and among the scores of aviation special interest groups." Congress must first approve the proposal and enact legislation before the Air Traffic Services Corporation can "become a reality." Once the enabling legislation is enacted, the President will appoint an interim chief executive officer within 30 days. Within one year, following enactment and subject to certification by the FAA Administrator, the corporation will commence activities.

People

Leave Donations. Pat Sepulveda Myers, Systems Maintenance Service, is an eligible recipient for the FAA's leave donor program.

Myers has a medical condition that will keep her under medical care and unable to work for an extended period of time.

Anyone wishing to donate annual leave should contact Barbara Ullom, AHR-151, x77608.

FAAers Take Daughters to Work

In 'Energizing,' 'Quality' Experience

What do moms and dads do at work all day? That question was answered for many youngsters on Thursday, April 28, when parents and guardians brought daughters to Headquarters for the annual "Take Our Daughters to Work Day."



Developed and promoted in conjunction with the Ms. Foundation, the day focuses attention on girls ages 9 to 15 as they explore the connection between education and the realities of the workplace. Research indicates that at the beginning of adolescence many girls experience a sudden drop in self-esteem and need the support of caring adults—particularly women—to maintain their resilience and mental health into adulthood.

At the beginning of the day, Ann Rosenwald, director of FAA's Office of Human Resource Development, welcomed the daughters in the auditorium. By bringing you here today, your parents are showing "how proud they are of you and proud of what you can become if you choose to do it," Rosenwald told the youngsters. "They're proud of what you're doing, what you're going to become in this world," she said.

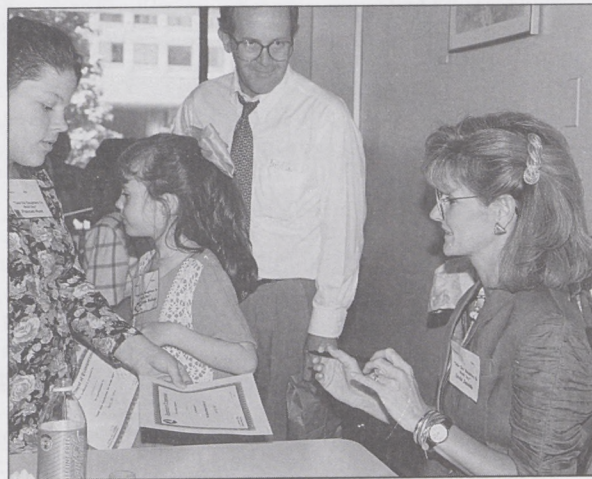
The daughters then toured facilities, attended activities, and worked

with displays. At lunch, they visited with Linda Daschle, FAA's Deputy Administrator.

For daughters of Civil Aviation Security Division employees, the day began at Washington National Airport with a demonstration of security

inspection procedures and a tour by Michael Rompilla and Tom Small. At Headquarters, Eve Adams, Linda Bruce, Stacey Grace, Elaine Jappinga, and Mary Carol Turano talked to the group about their areas of specialization within the security field. Lynne Osmus explained the responsibilities of her job as director of Civil Aviation Security Operations.

By day's end, participants said they felt energized and excited about the future—excited to realize that there are many career choices in life. As for the adults involved, they got a chance to spend some quality time with the best resource America has to offer—our children.



Let Your Bonds Buy Lazy Days...

Purchasing U.S. Savings Bonds regularly through payroll savings lets you enjoy the lazy days of Summer in two ways - by having funds to enjoy a vacation and, while on vacation, by putting away new funds for other purposes or another vacation! U.S. Savings Bonds pay competitive interest rates, are guaranteed by the U.S. Government, and have certain tax advantages. There's no work to maintaining a Bond portfolio - just buy them!



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Flightplan

College Money. The deadline is *Friday, May 20* to apply for the Headquarters Employee Participation Group's third annual scholarship program.

All permanent full-time and part-time Headquarters FAAers, their spouses and dependents are eligible to apply. Applicants may be full or part-time graduate, or undergraduate students. Courses must be taken at an accredited college or university.

For more information, contact Gerri Robinson, x79678.

Salute to Managers. The Headquarters Federal Women's Program Committee is holding its annual "Salute to Managers" luncheon on *Thursday, June 2*, at the Hyatt Arlington, 1325 Wilson Boulevard, Arlington, VA.

The event recognizes managers for their support of the group, and features the presentation of the Sue Silverman Award.

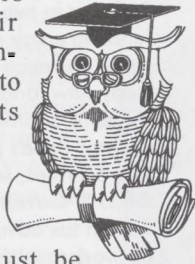
Luncheon cost is \$16. Payment—cash only for the exact amount—must be received by May 27.

For reservations contact Marcia Adams, x73488, Sheila Byrd, x78967, or Laura Water, x77854.

Impact of Technology. More than 200 aviation leaders from around the world will attend the Eighth Biennial International Flight Inspection Symposium in Denver, CO, June 6 through 10, sponsored by the FAA's Office of Aviation System Standards.

The theme of the conference is "The Impact of Technology on Flight Inspection."

Among the events planned for the conference are a tour of the new Denver International Airport, static displays of flight inspection aircraft, and exhibits of aviation-related products

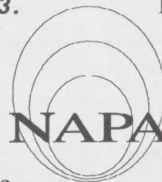


Asian Pacific American Month Activities Continue

Events are continuing throughout the agency in the next few weeks to mark National Asian Pacific American Month.

Here is a list of the remaining activities open to all FAAers:

Monday, May 23. Smithsonian Museum of Asian Art tour, 12:30 to 1:30 p.m., featuring highlights of the Arthur M. Sackler Gallery. The tour can accommodate 20 people. To reserve a space, contact Diane Bodenhamer, x73178.



Thursday, June 2. Closing ceremony, 10 to 11:30 a.m., Headquarters auditorium. The ceremony will also include all other Washington-area government agencies. Guest speakers at the event will be Maria Hong, editor of *Growing Up Asian American*, and Phoebe Eng, publisher of *A* magazine. A reception and food tasting in room 5ABC will follow the ceremony.

For more information, contact Diane Bodenhamer, x73178, or Al Kaulia, x78317.

and services.

Office of Aviation System Standards director William Williams will lead the symposium.

For more information, contact Phyllis Howard or Jan Perry, (405) 954-3156.

Security Awareness. The Office of Civil Aviation Security is hosting the FAA Security Awareness Week from *Tuesday, May 24 through Thursday, May 26*.

Presentations—held in the Headquarters auditorium from *9 to 11 a.m.* and from *1:30 to 3:30 p.m.* each day—will address violence in the workplace and general security and personnel safety precautions for FAAers. All employees are welcome.

Tennis Anyone? The FAA tennis team is looking for new members for the 1994 DOT/FAA tennis season.

Intermediate to advanced tennis players, with a rating of 3.5 and above, who are interested in participating may contact team captain Nancy Watson, x79700.

The DOT league consists of eight

teams from the various modal administrations. The league plays on Monday evenings at Haines Point. Each administration fields one doubles team for weekly matches. In addition, DOT fields two teams in government-wide leagues. These teams play five doubles matches each week, either at Haines Point or 16th Street and Connecticut Ave., NW.

For more information, contact Watson.

FAA Remembers

Joann Davis, personnel staffing and classification specialist in the Headquarters Human Resource Management Division, died unexpectedly on April 28. She was 47 years old.

Davis, a Baltimore resident, began her FAA career in February of 1977.

To make a contribution in Joann Davis' memory, employees may contact Annett Eldridge, 267-7189, Amelia Robbins, 267-3887, or Gwen Williams, 267-8038.



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

Headquarters Intercom



New Quarters

More than a year after the ground breaking ceremony, Southwest Region headquarters employees are in their new quarters. Approximately 862 employees recently completed the move to the new 207,000 square foot regional office. FAA Administrator David Hinson, who was on hand for the dedication ceremony, told employees "you have worked long and hard to get into this new building and you have a right to be proud of this facility." The building is located adjacent to a highway that connects Mexico with Canada, and it is fitting Hinson said, "that work done in the facility will foster the safety of aviation between these two nations and the United States as we stand on the threshold of increased trade brought about by the North American Free Trade Agreement." The six-story structure also includes a cafeteria, credit union, fitness center, and parking spaces for more than 970 vehicles.

Airway Facilities In Transition

Right Sizing, New Technology Fuel Redesign

These next few months are a critical time in the ongoing realignment of the Airway Facilities (AF) organization. Late in May, the AF Executive Board gave its approval to the final transition plan for the organization's realignment, and the next step, the start of implementation, should take place by July 5.

Before implementation can begin, however, the unions, Air Traffic, regional administrators, the Executive Director for System Operation, the Deputy Administrator, the Administrator, the Secretary of Transporta-

tion, and Congressional interests need to work through a formal approval of the plan.

AF's realignment, the result of several years of strategic planning, is a comprehensive, nationwide redesign of the organization's structure and operations. By September 30, 1998, realignment should be completed, with the formation of an AF organization that operates more efficiently, is cost competitive, keeps pace with rapid advances in technology, and adapts to the constantly shifting needs of those

turn to **Realignment** on page 3

Highlights

Denver Delay. The opening of the new Denver International Airport is once again on hold.

In a recent statement on the delayed opening, DOT Secretary Federico Peña said that "the Department recognizes that the new airport—the nation's sixth busiest—cannot open without an operational baggage system. To do so would create inconvenience and delay for the traveling public, the airlines, and the entire national air transportation system."

City of Denver officials notified the DOT that they will not be seeking federal funds to handle this interim delay.

Peña said "we will continue to work with the City to assure that this important addition to the national aviation system will provide the increased capacity and decreased costs originally planned and which we are confident will be realized."

Customer Satisfaction. The DOT Fellows Acquisition Improvement Team, in conjunction with the Office of Acquisition and Grant Management, recently distributed a survey to all employees to assess customer satisfaction on the agency's acquisition process.

The project is part of the National Performance Review initiatives, and is being done to recommend necessary changes to the acquisition process.

"By working together," said DOT Secretary Federico Peña, "we can make transportation's transformation of the acquisition process a reality."

Employees are asked to respond to the survey by June 15.

turn to **Highlights** on page 2

Highlights *from page 1*

AF Post Filled. Joaquin "Archie" Archilla was recently named associate administrator for Airway Facilities, a position he had been acting in since February of this year.



Archie Archilla

Archilla has held a variety of other positions in the FAA, including deputy director of Systems Maintenance Service; International Assistance Division manager, Office of International Aviation; and Systems Integration and Installation Program manager, Systems Engineering Service.

He holds a B.S. in Engineering from the University of Puerto Rico, and a J.D. from the University of Puerto Rico School of Law. He is a member of both the American and Puerto Rican Bar Associations.

Civil Rights. FAA Administrator David Hinson recently issued a new civil rights policy which, for the first time, includes sexual orientation.

In the policy statement, Hinson said that "employees who have been neglected historically must be assured that the FAA management reflects the di-

versity of the FAA work force and is inclusive, rather than exclusive, in all aspects of its programs."

He committed to set and accomplish equal opportunity and civil rights goals that show "the FAA has the courage to change the way we manage our most precious resource—our people."

TRACON Decommissioned. The FAA recently decommissioned the Coast Terminal Radar Approach Control (TRACON) facility at El Toro Marine Corps Air Station in Orange County, CA, transferring air traffic management responsibilities to the new Southern California TRACON in San Diego, CA.

The Orange County facility is the second of five to be consolidated under the FAA's plan to modernize Southern California airspace management. The three remaining facilities to be decommissioned include those in Burbank, Ontario, and San Diego.

Operating from 95 controller positions, the Southern California TRACON will provide radar air traffic control services to all aircraft operating in the controlled airspace from the San Fernando Valley, north of Los Angeles, to the Mexican border.

ICAO First. Carol Carmody, professional aviation staff member of the U.S. Senate Committee on Commerce, Science, and Transportation, was recently sworn in as the U.S. representative on the Council of the International Civil Aviation Organization.

Carmody, an employee of the FAA from 1977 to 1988, is the first woman to represent the U.S. on the council.

Among the positions she held at the FAA were Budget Execution Manager, Office of Budget; and Deputy Director of Congressional Services, Office of the Administrator. She has 17 years of aviation experience.

FAA Administrator David Hinson said that Carmody was a "first class choice. She is well respected and brings extensive FAA and Capitol Hill experience to the post."

She holds an M.P.A. from American University, Washington, DC, and a

bachelor's degree from the University of Oklahoma.

Careful Contracting. The office of the Executive Director for System Development reminds employees who have chosen to take the buyout or early out option, and are considering contract work, of the following provisions in the DOT Transportation Acquisition Regulation:

➔ Agency head approval is required for all contracts with individuals who have been employed by the DOT within the two years prior to the expected date of contract award, and with firms in which such a former DOT employee is a partner, principal officer, majority stockholder, or which is otherwise controlled or predominantly staffed by such former DOT employees.

➔ When current DOT employees are initially contacted by a former DOT official or employee on behalf of him or herself or a contractor in connection with a contract matter, they shall consult with appropriate legal counsel for a determination of impact on the acquisition involved, and to take action, as necessary, regarding violation of post-employment laws.

Realignment *from page 1*

who use the service.

Currently, AF is responsible for the operation and maintenance of more than 28,000 facilities and equipment that make up the National Airspace System infrastructure. At AF sites, employees operate and maintain surveillance, air traffic control automation, navigation and landing aids, weather and flight services, and communications equipment. They are mostly technical specialists—electronics technicians, engineers, environmental technicians, and computer specialists.

Although the primary mission of AF will remain unchanged—to maintain the safety and integrity of the National Airspace System—realignment addresses how to do the

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Diane Spitaliere
Editor

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Editorial Assistant

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Art Director

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Communications Commitment

Hinson Addresses Critical Agency Issues with Employees

Consistent with his commitment to keep employees informed on critical issues and events, FAA Administrator David Hinson recently hosted the agency's second live satellite broadcast, answering employee questions about the proposed Air Traffic Services Corporation.

Hinson acknowledged that the corporatization proposal, along with streamlining initiatives and the im-

pact on the agency from the recent buyouts, is causing employees to deal with a "lot of change in a short period of time," and vowed to "keep the lines of communication open."

He answered questions from employees, addressing a range of topics from the Air Traffic Services Corporation structure to employee pay and benefits. Hinson assured employees that those transferring to the corporation

will do so without a break in service and will retain their current pay, and health and life insurance benefits under a corporate structure.

Hinson said he was confident that the proposal "will ultimately be successful." He also acknowledged that "there are widely divergent viewpoints on the issue that will be the subject of spirited debate over the next several months—both in the Congress and the news media." Getting the facts before the decision-makers, he said, would be key to the proposal's success.

In another effort to better communicate with employees, Hinson and Deputy Administrator Linda Hall Daschle recently hosted a Brown Bag lunch with 20 Headquarters employees.

Hinson kicked off the event by saying "I want to know from employees what is going on in the FAA. This is a listening session—feel free to discuss anything you want."

Hinson and Daschle will hold employee lunches once a month. The next one is scheduled for June 29.



FAA Administrator David Hinson addresses employees at the recent town meeting, held at Headquarters, on issues like the proposed Air Traffic Services Corporation.

job with fewer people and enhanced technology. The old structure has become too expensive to support. As most FAA organizations, AF is top-heavy, with an employee-to-supervisor ratio of 5:1. Some 40 percent of the AF budget goes to overhead, i.e. management and staff positions. The new configuration should change the ratio to 10:1 by September 30, 1995, and finally to 15:1 by 1998. Also, the number of field administration offices will be reduced from 79 to about 40 by consolidating sector offices into more efficient System Management Offices (SMOs). Technical work force components will remain in each geographic location.



AF also plans to change its operational concept of how it goes about providing customers with quick, efficient, and flexible services. Instead of the current focus on equipment maintenance, AF employees of the future will manage the services customers require. Using new technology, they will provide services in ways that are both flexible and tailored to individual situations—through reconfiguration of various processes, for instance.

A primary focus during the flattening and downsizing has and continues to be the welfare of AF employees. One important example is the implementation of the transition plan, which will be spread over four years

to take advantage of the fact that 40 percent of AF employees will be eligible for retirement. In that way, AF executives hope to achieve the necessary reductions in management, administrative, and staff positions through attrition, and retirements.

They also believe that successful restructuring depends on a good communications strategy, one that consistently assures employees and their families, customers, and stakeholders of access to credible, timely, and accurate information.

For up-to-date details on the realignment underway, contact Lu Carradine, AF National Realignment Program Office, (816) 426-3936.

Flightplan

Diversity Workshop. The Office of Human Resource Development, National Diversity Team will present its 1994 National Diversity Workshop *Monday through Friday, June 6 through 10* in Washington D.C. This year's theme, "The Business of Diversity," will focus on how organizations can use the varied talents of a diverse work force to achieve a competitive advantage.

FAA Deputy Administrator Linda Hall Daschle is scheduled to give the keynote presentation. Other speakers include Jacqueline Blazy, Office of the Executive Director for System Operations; Maurice Banks, OST's Office of Workforce Diversity and Special Programs; and Michelle Hunt, Federal Quality Institute.

Steven Hanamura, of Hanamura Consulting, and Edward Hubbard, of Hubbard and Hubbard Inc., will provide training on multicultural issues and the problems of managing diversity in a changing organization. Richard Gaskins, of IDS Financial Services, will report on the results of a recent IDS benchmarking study that identifies diversity "best practices."

The workshop is designed to improve the skills and expertise of diversity program managers. Both regional and headquarters program managers will participate in the event.

The workshop is limited to those who have diversity program management responsibilities. For further information, contact Michaline Dobrzeniecki at (202) 366-6960 or Jeri DiMaggio at (202) 366-5124.

Security Awareness. The Office of Civil Aviation Security is hosting the FAA Security Awareness Week from *Tuesday through Thursday, May 24 through 26*.

Presentations—held in the Headquarters auditorium from *9 to 11 a.m.* and from *1:30 to 3:30 p.m.* each day—will address violence in the workplace and general security and personnel safety precautions for FAAers.

All employees are welcome.

Fighting Breast Cancer

FAAers Encouraged to 'Race for the Cure'

All Headquarters employees are invited to join DOT and FAA executives and their families in the fifth annual Race for the Cure of breast cancer on Saturday, June 18. It is chaired again this year by Vice President and Mrs. Gore.

DOT Secretary and Mrs. Peña will be leading the Department's race to increase public awareness of the high incidence of breast cancer. An aerobic warm up with special celebrity guests kicks off the event at 8:00 a.m. at 14th and Constitution Ave., NW, with the race immediately following at 8:30 a.m.

Participants may choose between a five-kilometer run or walk, or a one-mile fun walk.

A post-race celebration, includ-

ing refreshments and photo opportunities, is planned for employees. Deputy Administrator Linda Hall Daschle will be on hand to meet FAAers and their family and friends.

The entry fee—which includes a Race for the Cure t-shirt and a chance to win a new car—supports breast cancer research and related educational programs. It is \$15 before June 10, and \$18 after that date. There will be no registration the day of the event.

Checks should be made payable to the DOT Recreation Association and can be submitted to an employee's organizational event coordinator. Also, registration tables will be set up in the Headquarters lobby from 11:30 a.m. to 1 p.m. daily, through June 2.



ASD Peer Awards. The Fifth Annual Associate Administrator for System Engineering and Development (ASD) peer awards ceremony originally scheduled for *Wednesday, May 25*, has been rescheduled for *Tuesday, June 7*.

For more information on the ceremony, contact Sharon Black, ASD-10, 287-8511.

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-400, x78735, or the distribution representative for your office or service to update your organization's distribution.

Retirement Line

The retirement estimate telephone system—800-888-4412—now covers all FAAers, including those under the Federal Employees Retirement System (FERS).

Any employee can call the system and get a retirement estimate projected to the year 2030, as long as the projected federal service does not exceed 42 years. The system also computes severance pay for employees who have been separated from the FAA as a result of job termination. Employees can request up to a total of five retirement or severance pay estimates.

The telephone system was heavily used by employees during the recent buyout period. From March 13 through May 9, over 4,270 employees—50 percent of those eligible for buyouts and early outs—requested a total of 9,452 estimates.



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

Headquarters Intercom

Celebrating Asian Pacific Heritage

FAA's 'Roaring' Opening Ceremony

In recognition of National Asian and Pacific American Month, a brightly-colored Chinese lion wove its way through the Headquarters building—accompanied by drums and symbols—and up into the au-



Above: The Chinese lion weaving its way through the Headquarters building.

Left: The dancers underneath the lion costume are revealed as the lion rears up during the event.

ditorium to kick off this year's opening ceremony.

The traditional Chinese lion dance involves a brightly colored dragon costume supported by several dancers. *Turn to Heritage on page 6*

Highlights

High-Level Lunch. FAA Administrator David Hinson is inviting employees to join him for lunch. For more information, turn to page 3.

Airline Improvements. The nation's largest airlines improved their overall on-time and baggage handling records in March of this year, according to the DOT's monthly Air Travel Consumer report.

The nation's 10 largest airlines posted an 82.6 percent on-time arrival rate in March, an improvement over both February's 73.8 percent rate and the 73.6 percent rate recorded in March 1993. Delays caused by mechanical problems were not counted.

The carriers had a mishandled baggage rate of 5.39 reports per 1,000 passengers in March, down from February's 6.55 and March 1993's 6.91.

The DOT received 624 complaints about airline service in March, down from February's 658 but more than the total counted in March 1993.

Way-To-Go. DOT Secretary Federico Peña recently presented FAAer Mark Schneider and recently-retired FAAer Jim Stagner—both employees of Airway Facilities—with "Way-To-Go" awards for their efforts in producing the fiscal year 1994 Government Performance and Results Act plan.

Earlier this year, the DOT selected Airway Facilities as a pilot program under the Government Performance and Results Act of 1993, which meant a new performance plan had to be

turn to Highlights on page 2

Airway Facilities Accolades

Eight Sectors Win National Honors

Eight Airway Facilities sectors have received national awards for the 1993 fiscal year.

Three top sectors in three different categories were praised for exhibiting the highest achievement in facility performance, human resource management, and general programs.

Five additional sectors were also honored this year with the Distinguished Sector of the Year award,

presented to those sectors whose facility/service was most improved from the previous fiscal year.

The top three 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 4 for a list of national and regional winners.

Highlights from page 1

developed for the organization.

The 1993 act "is an important piece of legislation that will reinvent and improve government. Most agencies will take the three years permitted under the act to come into compliance," said Peña. "Airway Facilities, however, was selected as a pilot program, and a performance plan for fiscal year 1994 had to be developed in a matter of months. You had a major role in developing this excellent plan, and you met the tight deadline."

Schneider is currently on detail to the Planning and Policy Division. Stagner was formerly the acting deputy director for the Resources Management Directorate.

Accounting Accolades. FAA's Southwest Region's Accounting Branch recently received the Accounting Office of the Year Award for 1993.

Wayne Schmidt, Accounting Branch manager, accepted the award from Office of Accounting Director Ernest Keeling, on behalf of the organization.

The selection for this award is made by an evaluation panel based on the following guidelines—program accomplishment, communications, employee development, external/human relations, professionalism, and other significant accomplishments.

The branch received an engraved plaque, and each employee who was



Office of Accounting Director Ernest Keeling, right, presents the 1993 Accounting Office of the Year Award to Southwest Region's Accounting Branch Manager Wayne Schmidt.

working in the branch as of September 30, 1993, received a certificate of recognition for their hard work.

ATM Access. FAAers who have been issued the American Express government charge card, and do not have an outstanding travel advance or delinquent balance with Diners Club, may apply for Automated Teller Machine (ATM) access.

The cards may be used for cash advances, but the Office of Accounting warns that they are for official and approved government travel only.

Employees should contact their servicing American Express coordinator for an application for a personal identification number (PIN). The employee and the travel authorizing official must also sign the DOT traveler/authorizing official acknowledgement and approval statement, which will be sent to employees with the PIN application. The PIN will be sent directly to employees by American Express.

The agency's imprest fund is still set up for employee use in lieu of ATM cash advances.

Parking Improvements. Both levels of the parking garage in the FAA Headquarters building have added ramps to allow wheelchair access from the parking area to the elevators and escalators.

Diversity Library. The new FAA Cultural Diversity Library, located in the Office of Civil Rights, room 1030, recently opened as a part of the National Asian and Pacific American Month celebration.

The library includes books donated by the various FAA employee associations and special emphasis groups. Sections in the library include ethnic histories, literary works by ethnic authors, and social sciences.

Books can be checked out through Alrita Simons in the Office of Civil Rights, or by contacting Diane Bodenhamer, x73178.

For additional information, or to make a donation to the library, contact Bodenhamer.

Security Reminder. Because the C Street doors are secured after 6:00 p.m. daily, a buzzer is being installed for employees to gain access to the building after that time in emergency situations only.

Employees are reminded to be especially alert when exiting and entering the building, particularly after hours.

TSP Open Season. Thrift Savings Plan (TSP) open season will continue at the FAA until July 31. During this time, employees may sign up to contribute to the plan, or change the amount of contributions to the three funds.

A plan summary, which comprehensively explains all features of the TSP, including detailed information about the investment options, will be provided to all employees.

TSP summary guides, election forms (TSP-1), and interfund transfer form (TSP-30) are available in AHR-140, room 522. The TSP open season update is available upon request.

For more information, contact Barbara Claytor, x73873, or Charlene Warren, x73872.

Health Benefits. The Office of Personnel Management (OPM) has waived the five-year requirement for continuing health insurance into retirement for employees retiring as a result of the buyout legislation.

Since OPM has officially issued this decision, retirees will not need to write a letter requesting a waiver. Agencies will transfer out to the retirement system the Federal Employees Health Benefits (FEHB) enrollment of affected employees.

This applies only to employees enrolled in the FEHB program as of March 30, 1994. OPM will consider other waiver requests according to its current policy.

For more information, employees may contact the Employee Relations Team, (202) 267-8916.

Building Bulletin Board

Unofficial Materials. Announcements by employees, schools, and universities offering housing, automobiles, furniture, etc.—for posting in the vending areas on floors 4, 5, 7, and 8—should be submitted to the Facilities Management Branch, room 115, on 3" by 5" cards. Material exceeding 8 1/2" by 11" cannot be posted.

The branch also reminds employees that commercial material will not be posted.

All announcements will be posted for a 30-day period. If additional display time is desired, the announcement may be resubmitted to the branch.

The branch accepts announcements until 3 p.m. every Friday, for posting the following week, on a first-come, first-served basis.

For more information, contact Sarah Proctor, x77717, Ladora Armbrister, x78103, or Elliot Dempsey, x73008.



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Headquarters Intercom

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No. 94-19

Diane Spitaliere
Editor

Briar S. Haggett
Editorial Assistant

Michael A. Malden
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High-Level Lunch

Brown Bag It with Administrator Hinson

Employees will soon have another opportunity to discuss agency issues over lunch with FAA Administrator David Hinson and Deputy Administrator Linda Hall Daschle.

The Administrator's second monthly brown bag luncheon is scheduled for Wednesday, June 29, from 12 noon to 1 p.m. in conference room 9ABC.

Interested employees are invited to drop a business card, or a 3" by 5" index card containing their name, title, organization, and telephone number, in the box located in the FAA Headquarters lobby. Headquarters FAAers not located in the main building may submit the required information to Briar Haggett, APA-340.

The cut-off date for submissions is Wednesday, June 15. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the Administrator and his deputy.



Corporation Q & A's

During the recent satellite broadcast hosted by FAA Administrator David Hinson, it became apparent that employees have many questions about the newly-proposed Air Traffic Services Corporation.

To keep employees informed on this critical issue, *Intercom* will publish employee questions, accompanied by responses, on a weekly basis.

Those wishing to submit written questions, should send them to Briar S. Haggett, APA-340. She can also be reached on cc:Mail.

Two of the most frequently asked employee questions will then be published every week in *Intercom*.

To start things off, here are a few questions that were asked during the last satellite broadcast.

Which employees will transfer to the ATS Corporation and who will be the deciding official(s) with regard to who goes and who stays?

Generally speaking, employees in Air Traffic and Airway Facilities organizations will transfer to the corporation, as well as those parts of the FAA which provide research and development or other support services to the air traffic system. Portions of the administrative support functions, such as personnel, accounting, and payroll may also transfer, depending on the needs of the corporation. The FAA Administrator and the ATS chief executive officer will be the deciding officials regarding transfer of personnel and functions.

What form of board do you envision for the ATS Corporation? What will be its composition and how will members be chosen?

The powers of the corporation would be vested in a board of directors composed of the Secretaries of Transportation and Defense and eight members at large who are appointed by the President with the consent of the Senate. Additional members will be selected by the board chief executive officer. One of the members will represent employee interests.

Airway Facilities' 1993 Top Sectors

General National Airspace System
Level IV/V
Tri-State, West Trenton, NJ
Eastern Region

West Trenton was chosen from these regional winners: *South Alaska*, Anchorage, AK, Alaskan Region; *Albuquerque*, NM, Southwest Region; *Boston*, MA, New England Region; *Golden Gate*, Hayward, CA, Western-Pacific Region; *Minnesota*, Minneapolis, MN, Great Lakes Region; *Montgomery*, AL, Southern Region.

General National Airspace System
Level II/III
Empire, North Syracuse, NY
Eastern Region

Empire was chosen from these regional winners: *Bangor*, ME, New England Region; *Des Moines*, IA, Central Region; *Illinois*, Springfield, IL, Great Lakes Region; *Little Rock*, AR, Southwest Region; *North Alaska*, Fairbanks, AK, Alaskan Region; *San Juan Cerap*, PR, Southern Region.

Air Route Traffic Control Center Sector
Chicago ARTCC, Aurora, IL
Great Lakes Region

Aurora was chosen from these regional winners: *Anchorage*, AK, Alaskan Region; *Fort Worth*, TX, Southwest Region; *Los Angeles*, CA, Western-Pacific Region; *Memphis*, TN, Southern Region; *Washington*, Leesburg, VA, Eastern Region.

Distinguished Sector of the Year
GNAS, Level IV/V
Denver, CO
Northwest Mountain Region
Cleveland, OH
Great Lakes Region
Norfolk, VA
Eastern Region

GNAS, Level II/III
San Juan Cerap, PR
Southern Region

Air Route Traffic Control Center
Albuquerque, NM
Southwest Region



Linda Hall Daschle

Industry Challenges

Daschle Speaks at Regional Airline Association Convention

There are two major challenges facing today's commuter airline industry—improving the safety record of commuters and fortifying public confidence in the safety of Part 135 operators," according to FAA Deputy Administrator Linda Hall Daschle.

At the Regional Airline Association's Spring Convention in Reno, NV, Daschle said the outlook for the commuter airline industry promises even more growth and vitality than in recent years, but recognized there are still challenges ahead.

Because the commuter airline industry is constantly compared to the

major airlines, it must deal with a public perception that flying on anything smaller than a large transport aircraft is unsafe. "We know that perception is unfair," said Daschle. "Still the perception persists. The traveling public expects one level of safety and that's the bottom-line reality we must deal with. The only effective way I know how to do that is to work together to achieve the same safety record for Part 135 commuters that we have for the major air carriers."

"There is no disagreement—safety is at the top of everyone's list of priorities. Unless safety comes first, everything else just plain doesn't matter," said Daschle.

To improve commuter airline safety, Daschle said the FAA is focusing its attention on training, and

requiring ground proximity warning systems and airborne collision avoidance systems.

Daschle also briefed convention attendees on the air traffic control corporation proposal, which envisions a system more responsive to technology, and to the needs of its customers.

She thanked association president Walt Coleman for his support of the proposal, and said that "the corporation represents another step forward in our nation's ongoing commitment to the future of air travel and to the highest attainable standards of aviation safety."

Daschle added that "what the corporation provides is an historic opportunity to show what we can do to make government work better and cost less."

A Solution for Real Problems

Peña Gives Details of Corporate ATC System at Senate Hearing

Little more than a week after the air traffic control corporation proposal was unveiled in a news conference at Washington's National Airport, DOT Secretary Federico Peña was before a Senate subcommittee providing details of the proposal.

Peña responded to questions from Senator Lautenberg, underlining the commitment to safety. "Safety is, and will remain, the absolute top priority for the FAA," Peña said. "No one cares more about the safety of this system than the people who have compiled the record that we are all so proud of—namely, the controllers and technicians who are clamoring for this change."

The Administration's report on revamping the air traffic control system discusses four separate options, ranging from reforms within the existing structure to a fully privatized organization.

Yet, Peña said, "The more that we looked at the problem areas in our present system—procurement, personnel, budget, and what I call the 'culture' of FAA—the more we recognized just how deeply interrelated they are."

"The only way we can really address the underlying problems is to be ready and willing to embrace bold and sweeping change," he stated.

"By corporatizing, we can harness new technology—a tool that our work-

ers need and deserve," said Peña. The Secretary also vowed to trade "an unresponsive personnel system for one that can put people where they're needed."

Still, there are inherently governmental activities, such as safety oversight, that should remain governmental, Peña stated. However, operational activities "are more efficiently and effectively done by those outside of the government," he said.

While the airlines and their passengers—as users of the system—have a voice in the corporate proposal,

so do members of the general aviation community. Peña noted that general aviation interests will be exempted from any new air traffic control fees. Also, he said, general aviation's statutory guarantees of access to the system that currently govern airspace will remain unchanged.

In this way, a corporate air traffic control system can guarantee free access to a better system for general aviation, as well as a safer environment for everyone, Peña stated.

"All in all, the aim of the proposal to corporatize is to make the changes necessary to enable our air traffic control system to be as safe, efficient, and cost effective as possible today, tomorrow, and well into the next century, said Peña.

"This is an important issue. The problems are real, and they're not going to just go away," said Peña.



Jay Carroll

'Safety is, and will remain, the absolute top priority for the FAA.'

Federico Peña
DOT Secretary

Star-Spangled Investment

U.S. Savings Bonds are a star-spangled investment, as traditional as the Fourth of July, and a sure way to build for financial independence. The Series EE U.S. Savings Bond held five years or longer pays market-based interest rates, if higher than the guaranteed minimum, and is backed by the full faith and credit of the United States. Bond interest earnings are exempt from state and local income taxes, and the Federal income tax liability on earnings can be deferred. Since January 1990 Bonds purchased and redeemed to pay education expenses may be totally tax-exempt (income limitations and certain registration requirements apply to the Education Bond Program).



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BONDS

Recognizing GLOBE

Watkins Speaks About New Employee Group at System Operations Telecon

Assistant Administrator for Civil Rights Leon Watkins recently talked about the FAA's position on the newly-formed employee organization known as GLOBE—Gay, Lesbian, or Bisexual Employees—during a System Operations telecon.

"Treat GLOBE like any other employee organization or association,"

said Watkins. He pointed out that the employee group was recognized as an official DOT organization at a signing ceremony last January. "Even though it may not have individual FAA chapters," he said, "the FAA is part of DOT, therefore, GLOBE is recognized by the agency as an employee organization."

Watkins reminded supervisors and managers that FAA policy calls for a "liberal attitude" toward approving annual leave for employees wanting

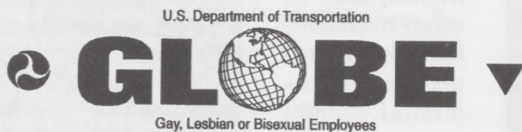
to attend meetings, training, and conferences supporting employee organizations and associations.

"In the FAA, relationships have been established with a number of organizations and associations, such as—but not limited to—the Air Traf-

fic Control Association, Inc., the National Black Coalition of Federal

Aviation Employees, and the Professional Women Controllers," said Watkins.

He said that in establishing these relationships, the FAA has encouraged employee participation for personal and career development, meeting attendance, and training and conferences. He also said the agency has traditionally given assistance and support in areas such as providing speakers, space, and other associated services.



Heritage *from page 1*

ers, accompanied by loud percussion instruments to chase off evil spirits and bring good fortune.

Monte Belger, Executive Director for Acquisition and Safety Oversight, helped the lion open the event by saying that "the Asian and Pacific American culture is a critical component of the tapestry we call America, as well as a critical component here at the FAA."

Belger told the audience that "we must always take the opportunity to put the right people in the right jobs."

During the event, members of the Wong Chinese Boxing Association demonstrated various martial arts skills, while Raymond Wong, the association's founder, provided a narrative on the different techniques.

Following the ceremony, participants were invited to sample a variety of ethnic foods including green tea, guava chiffon cake, and Hawaiian sweet rolls.

Community Closeness

DOT GLOBE Celebrates Gay Pride Month

In celebration of Gay Pride Month, the DOT Gay, Lesbian, and Bisexual Employees (GLOBE) group is sponsoring a series of events open to all employees.

Wednesday, June 1. Brown bag forum, Nassif building, room 8236, 12 noon. Speakers will be from the Gay and Lesbian Asian Pacific American community.

Wednesday, June 8. Brown bag forum, in the Nassif building, room 2230, 12 noon. Speakers from the African American community will discuss black gay and lesbian pride.

Monday, June 13. George Spiegel, from Parents, Friends and Families of Lesbians and Gays, will discuss his experiences as the parent of a gay child, room 220, Nassif building, 11:30 a.m.

Wednesday, June 15. Brown bag forum, Nassif building, room 2230, 12 noon. Representatives from religious denominations will discuss spirituality and the gay and lesbian community.

Thursday, June 16. Diversity forum on "When Someone You Know is Gay," featuring speaker Paulette Goodman, former holocaust survivor and past president of Parents, Friends, and Families of Lesbians and Gays, FAA Headquarters building, room 5AB, 1 p.m. The event is sponsored by Airway Facilities.

Wednesday, June 22. DOT Deputy Chief of Staff Katherine Archuleta, Director of OST's Office of Civil Rights Antonio Califa, and Director of OST's Office of Personnel Glenda Tate, will conduct a panel discussion on the department's diversity policy in the Nassif building, room 2230, 12 noon.

Wednesday, June 29. Brown bag forum, Nassif building, room 6200-04, 12 noon. Speakers will be from the Latino/Hispanic lesbian and gay community.

For more information on these events, contact any GLOBE member, or call (703) 671-8096.

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 FAAers and members' guests.

NAPA. The National Asian and Pacific American Association of Federal Aviation Employees meets the *second Tuesday* of each month, 12 noon to 1 p.m., conference room 408. Next meeting: *June 9*. Contact Al Kaulia, x78317.

Black Coalition. The National Black Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon to 1 p.m. Next meeting: *June 1*. Contact Carrie Wood, x78411, for meeting location.

FWPC. The Federal Women's Program Committee meets the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Next meeting: *June 1*. Contact Maria Killian, x75906.

Headquarters EPG. The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m. Next meeting: *June 9*. Contact Ralph Randall, x78903, or Gerri Robinson, x79678, for meeting location.

Hispanic Coalition. The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon. Next meeting: *June 1*, room 812A. Contact Francisco Estrada-C., 287-8558, or Rose Millar, x79005.

International Training. The Federal Aviation Club, International Training in Communication, meets *every Wednesday* from 12 noon to 1 p.m.

The group provides instruction on how to communicate effectively, build self-confidence, stimulate the exchange of ideas, express individual thoughts, learn skills to use at work, and receive training to increase individual effec-

tiveness. All efforts will be constructively evaluated by the group.

Contact Maria Lancaster, x73746, or Sylvine Blackwell, (202) 529-2573, for meeting location.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, from 12 noon to 1 p.m., in the MOC room. Next meeting: *June 9*. Contact Warren Davis, x79224.

Quality Meetings. The FAA Headquarters Quality Network meets the *first Tuesday* of each month from 2 to 3:30

p.m., conference room 8ABC. Next meeting: *June 7*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m. Next meetings: *June 7* and *June 21*, conference room 8ABC, and 5C, respectively. Contact Valerie Kulhanek, x73318, or Steve Black, x79094.

Volunteer Committee. The FAA Volunteer Committee meets the *second Tuesday* of each month at 11:30 a.m., conference room 812C. Contact Margaret Powell, x67037.

What Happens When ?

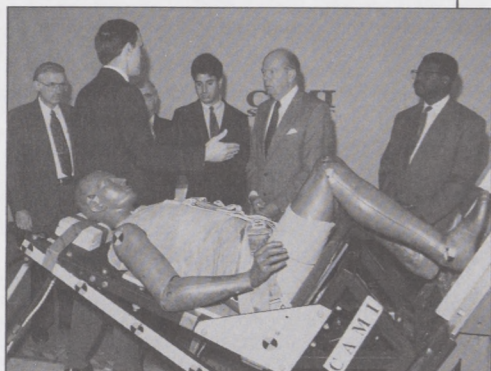
CAMI Tests for Safety

No doubt about it, the FAA's Civil Aeromedical Institute in Oklahoma City, OK, is a fascinating place to visit. For more than 30 years CAMI employees have done research in various areas of human performance measurement and aeromedical safety.

Recently, FAA Administrator David Hinson and other visitors saw some of the testing in progress at the Aeronautical Center facility.

In the sled test lab, Van Gowdy, manager of CAMI's Biodynamics Research Section, demonstrated how airplane seats are tested and what can happen when they come up against a barrier.

Dennis Canfield, manager of the institute's Forensic Toxicology and

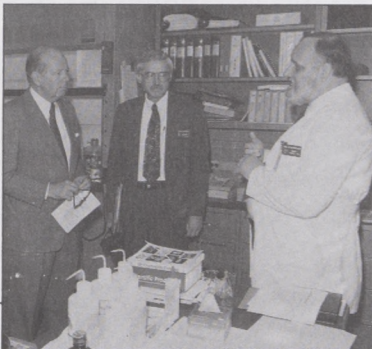


At the sled test lab are, from left, Dr. Jerry Hordinski, Aeromedical Research Division manager, Van Gowdy, Biodynamics Research Section manager, Peter Appel, special assistant to the Administrator, FAA Administrator David Hinson, and Brad Mims, Assistant Administrator for Government and Industry Affairs.

Accident Research Laboratory, explained the workings of the lab and detailed how tests performed there can help pinpoint the cause of aircraft accidents.

All in all, this and other work performed at CAMI provide crucial information that help make the U.S. air transportation system an international model for air safety.

FAA Administrator David Hinson visits the Forensic Toxicology and Accident Research Laboratory with CAMI doctors Jerry Hordinski and Dennis Canfield.



Flightplan

Diversity Workshop. The Office of Human Resource Development, National Diversity Team will present its 1994 National Diversity Workshop *Monday through Friday, June 6 through 10*, in Washington D.C. This year's theme, "The Business of Diversity," will focus on how organizations can use the varied talents of a diverse work force to achieve a competitive advantage.

FAA Deputy Administrator Linda Daschle is scheduled to give the keynote presentation. Other speakers include Jacqueline Blazy, Office of the Executive Director for System operations; Maurice Banks, OST's Office of Workforce Diversity and Special Programs; and Michelle Hunt, Federal Quality Institute.

Steven Hanamura, of Hanamura Consulting, and Edward Hubbard, of Hubbard and Hubbard Inc., will provide training on multicultural issues and the problems of managing diversity in a changing organization. Richard Gaskins, of IDS Financial Services, will report on the results of a recent IDS benchmarking study that identifies diversity "best practices."

The workshop is designed to improve the skills and expertise of diversity program managers. Both regional and headquarters program managers will participate in the event.

The workshop is limited to those who have diversity program management responsibilities. For further information, contact Michaline Dobrzeniecki at (202) 366-6960 or Jeri DiMaggio at (202) 366-5124.

Impact of Technology. More than 200 aviation leaders from around the world will attend the Eighth Biennial International Flight Inspection Symposium in Denver, CO, *Monday through Friday, June 6 through 10*, sponsored by the FAA's Office of Aviation System Standards.

The theme of the conference is "The Impact of Technology on Flight

Inspection."

Among the events planned for the conference are a tour of the new Denver International Airport, static displays of flight inspection aircraft, and exhibits of aviation-related products and services.

Office of Aviation System Standards director William Williams will lead the symposium.

For more information, contact Phyllis Howard or Jan Perry, (405) 954-3156.

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-94/01/P-3

Language Officer (Translator)

PC-94/02/DIR

Director, Legal Bureau D

Initial appointments are three years for all assignments. Government employees accepting assignments with ICAO are entitled to reemployment rights.

Applications are due in Administrative Systems and Overseas Support,

API-19, by

Monday,

June 27, for

vacancy number

PC-94/01/P-3,

and by Monday,

July 25, for vacancy

number PC-94/02/DIR.

For more information about salary, qualifications, applications and benefits, employees can contact their servicing personnel office, or API-19, (202) 267-9085.

ASD Peer Awards. The Fifth Annual Associate Administrator for System Engineering and Development (ASD) peer awards ceremony has been rescheduled for *Tuesday, June 7*.

For more information on the ceremony, contact Sharon Black, ASD-10, 287-8511.

Fighting Breast Cancer FAAers Encouraged to 'Race for the Cure'

All Headquarters employees are invited to join DOT and FAA executives and their families in the fifth annual Race for the Cure of breast cancer on Saturday, June 18. It is chaired again this year by Vice President and Mrs. Gore.

DOT Secretary and Mrs. Peña will be leading the Department's

race to increase public awareness of the high incidence of breast cancer. An aerobic warm up with special celebrity guests kicks off the event at 8:00 a.m. at 14th and Constitution Ave., NW, with the race immediately following at 8:30 a.m.

Participants may choose between a five-kilometer run or walk, or a one-mile fun walk.

A post race celebration, including refreshments and photo opportunities, is planned for employees. Deputy Administrator Linda Hall Daschle will be on hand to meet FAAers and their family and friends.

The entry fee includes a Race for the Cure t-shirt and a chance to win a new car. It is \$15 before *June 10*, and \$18 after that date. There will be no registration the day of the event.

Checks should be made payable to the DOT Recreation Association and can be submitted to an employee's organizational event coordinator. Also, registration tables will be set up in the Headquarters lobby from 11:30 a.m. to 1 p.m. daily, through June 2.





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

Headquarters Intercom

Tying America Together

New Air Traffic Command Center Opens in Northern Virginia

Speeches touting government and industry partnerships, press tours, and a ribbon cutting ceremony marked the May 19 dedication of the new Air Traffic Control System Command Center in Herndon, VA.



Bob Laughlin

Above: FAA Administrator David Hinson, right, is joined in the ribbon-cutting ceremony by Air Traffic Control System Command Center Manager Charles Hall, second from left, and Air Traffic System Management Director Dave Hurley, third from left, along with EDS officials and local political figures.

Right: The new Air Traffic Control System Center in Herndon, VA, has eight large screens depicting various air traffic and meteorological activities.

FAA Administrator David Hinson was on hand to dedicate the state-of-the-art facility, which tracks, monitors, and manages the flow of more than 150,000 flights a day. Executive Director for System Operations Monte Belger served as master of ceremonies.

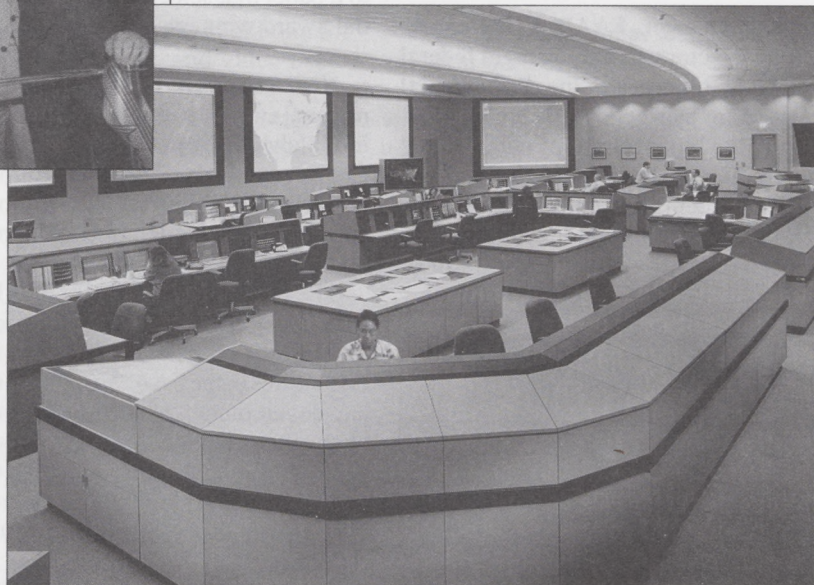
"This new center demonstrates how government and industry partnerships can assist the aviation industry in its return to profitability," said Hinson. "This partnership allows the FAA to exploit rapidly changing technology by leasing facilities and computer services without the need for additional hardware investments."

FAA signed a lease agreement with EDS last June which includes options for renewal through the year 2009. Construction on the new facility began last Sep-

tember, and operational cutover from Washington Headquarters began this March.

Approximately 130 employees work in the 29,000 square-foot facility located near Dulles Airport. The facility, which is staffed around the clock, greatly improves the FAA's ability to manage international and domestic flight operations into the next century. It replaces a cramped, outdated facility previously located in Washington Headquarters.

The command center's traffic management system provides direct economic benefits to industry through fuel efficient routings, and improves service to air travel-



ers by eliminating air traffic bottlenecks. Delays are minimized by safely balancing air traffic demand with system capacity.

"Managing traffic flows to maximize system efficiency has become a core FAA strategy, and we are able to do it more efficiently in this new facility," Hinson said. "The move to this location is a significant step forward in our continuing effort to build a more efficient National Air-

turn to **New Center** on page 3

Highlights

Lunch Date. Interested in having lunch with the Administrator and his deputy?



The second in a series of monthly brown bag lunches is scheduled for Wednesday, June 29, from 12 noon to 1 p.m. in conference room 9ABC.

Interested employees are invited to drop a business card, or a 3" by 5" index card containing their name, title, organization, and telephone number, in the box located in the FAA Headquarters lobby. Headquarters FAAers not located in the main building, may submit the required information to Briar Haggett, APA-340.

The cut-off date for submissions is Wednesday, June 15. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the Administrator.

Top Design. FAA's EGIS explosives detector was among eight federal projects to receive the Presidential Award for Design Excellence for "fostering the highest level of national and international standards in design."

In a recent ceremony at the White House, President Clinton celebrated the occasion with FAA Administrator

David Hinson, Technical Center Director Harvey Safeer, and Technical Center managers Paul Polski and Lyle Malotky.

The EGIS explosives detector, a simple but effective hand-held device to help determine the presence of explosives concealed in packages, containers, or carry-on baggage, was co-sponsored by the FAA and the Department of State.

The President praised the award winners, saying "the nation is indebted to the designers and the federal government partners responsible for these exemplary projects. As we strive for first-rate quality for every tax dollar spent, theirs is an example of excellence we want others to emulate."

The awards are given every four years to eight different federally-funded projects. FAA's entry was selected among 500 entries representing 73 federal agencies. The two-tiered national competition, held by the National Endowment for the Arts, sent 57 finalists to a panel that selected eight Presidential award winners.

New Coalition. The FAA has a new national employee organization located in Oklahoma City, OK—the National Coalition of Federal Aviation Employees with Disabilities. The group recently requested official recognition and approval from the DOT.

The coalition's theme is "Working together to remove barriers." Its focus is to advance the status of persons with disabilities in the FAA through training and development, education, and management interaction. Outreach throughout local community governments, educational entities, and associations for persons with disabilities, is also part of the focus.

All FAAers are welcome to join the coalition. Those interested in starting a local chapter must have at least five employees in their region or center who are members of the national coalition.

For more information, or for a copy of the coalition's bylaws, constitution, and charter, contact Alrita Simons, (202) 267-2794, or TDD (202) 267-9730.

Youngest Director. At 24 years old, Zyvonne Powell is the youngest airport director in the nation.

Director of the Altus Municipal Airport, Altus, OK, Powell has over 1,100 flying hours—900 as pilot in command and 500 as an instructor. She is a certified flight instructor, certified flight and instrument instructor, and advanced/instrument ground instructor.



Zyvonne Powell

Along with holding a Bachelor's in Business Administration in Business Management, Powell holds three

associate degrees in aviation with flight instructor option, airport management, and aviation education.

She is qualified to service reciprocating and turbine engine aircraft and has obtained a commercial drivers license to operate refueling vehicles.

She has worked at the airport for over eight years in various positions, and was selected for the director job in February.

Cabin Air. In a recent testimony before the House Committee on Public Works and Transportation, subcommittee on aviation, FAA's Federal Air Surgeon Jon Jordan spoke about airline cabin air quality.

"Research indicates that commercial air travel poses no unique or significant risk to the health of passengers or crew," said Jordan. "When compared to the air quality in many homes, office buildings, or other enclosed spaces where people congregate, the air quality in air carrier operations is satisfactory."

Studies conducted to date, he said, show no evidence of any measureable risks under the current regulatory standards and airline practices. He noted that the FAA has regulatory requirements in place to ensure that aircraft cabins are properly ventilated, and that maximum allowable levels for carbon monoxide, carbon dioxide, and ozone for crew and passenger compartments must be established.

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Editorial Assistant

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Jordan assured the committee that the FAA "shares the concern for ensuring that the air quality in air carriers is satisfactory for the health and safety of both passengers and crew. We continue to offer assistance and cooperation to the Centers for Disease Control in the investigation of areas of possible concern."

Service Agreement Waived. The FAA has waived the 12-month service requirement for employees who recently accepted the Voluntary Separation Incentive Payment. The reason—the agency considers these separations to be in the best interest of the government.

Requests for waivers of the service agreement from employees accepting the Voluntary Early Retirement Authority option, subsequent to the buyout period, will be considered on a case-by-case basis.

Normally, the FAA requires a signed service agreement before a permanent change-of-station (PCS) travel order is issued authorizing the employee to relocate to a new duty station. By signing the agreement, the employee agrees to reimburse the government for any PCS reimbursement received if the employee does not complete the service agreement.

New Command Center *from page 1*

space System that serves the world aviation community."

Eight large screen projection systems, including the aircraft situation display, provide controllers with a near real-time picture of air traffic in the National Airspace System—more than 4,000 aircraft at the busiest travel times. State-of-the-art workstations, 400,000 feet of fiber and copper cable pairs, and three communications system distribution frames provide the backbone for all FAA voice, data, and video capability.

The command center's international role is already emerging. The United States and Canada share traffic data and similar ties will be set up

with air traffic flow management facilities in the United Kingdom. Discussions are under way to bring



Workstations inside the new Air Traffic Control System Command Center in Herndon, VA.

Mexico into the global traffic management partnership.

"Ultimately, we envision a worldwide linkup of all air traffic flow management systems for real-time sharing of demand and capacity information," said Hinson.

Corporation Q & A's

As part of the continuing effort to keep employees informed on the new ATS Corporation proposal, Headquarters *Intercom* is publishing two employee questions, accompanied by responses, in each issue.

Interested employees can submit written questions to Briar S. Haggitt, APA-340. She can also be reached on cc:Mail.

Here's what agency employees want to know most.

If changes are needed why not do it within the existing structure?

The challenges facing the FAA during the next decade cannot be remedied solely by internal reforms in the areas of personnel, procurement, and finance. To deal with the revolutionary changes in international aviation technology, the agency must be able to respond more quickly to the needs of its customers. The FAA must accelerate its funding of a new aviation infrastructure to support several new technologies. The prospects of receiving this funding in competition with other government agencies—given the budget

prospects for the future—are not encouraging. Only a government corporation can assume an adequate revenue stream unencumbered by an annual appropriations process.

Will the salary of those transferring the corporation be changed?

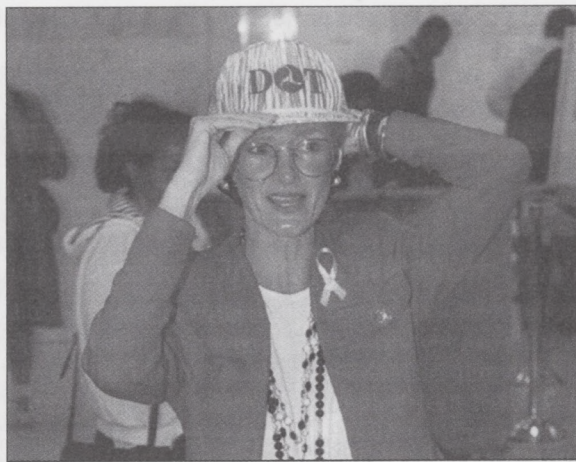
Employees will be covered by the new salary system of the corporation. The proposal calls for no adverse impact on transferring employees during the transition period.

'Run for your Life'

Daschle Encourages Employees to Join the Race for the Cure

Deputy Administrator Linda Hall Daschle recently invited all Headquarters employees to join her at this year's Race for the Cure on June 18.

During a kickoff ceremony in the building lobby, Daschle said she was speaking not as the deputy administrator, but from another position—"that of someone at risk—just as all women are at risk from breast cancer." Calling the Race for the Cure "a run for your life like no other," Daschle pointed out that breast cancer also effects men. "Breast cancer rips families in two," she said. "It



Deputy Administrator Linda Hall Daschle helps out at the Race for the Cure registration desk.

devastates relationships."

Daschle said the FAA's goal this year is to have 650 FAAers, family members, and friends sign up to rep-

resent the agency at the event. She explained that participants can choose between a five-kilometer run or walk, or a one-mile fun walk.

"With the FAA's help, I'd like to see the DOT continue its exemplary record of being the highest organizational participant in the Race for the Cure," said the deputy administrator.

Daschle said she was looking forward to "personally meeting employees, along with their families and friends," during the post race celebration, which will include refreshments and photo opportunities.

Lance Strozler

Flightplan

Seminar Series. The Flight Standards Service is sponsoring a presentation as part of its speaker seminar series, *Thursday, June 9*, from 10 to 11 a.m., in the Headquarters auditorium.

The keynote speaker will be James Coyne, National Air Transportation Association president, who will speak on "general aviation renaissance and FAA's role."

For more information, contact Ruth Ann Hodges, x77480.

Final Flight. The Smithsonian Associates group is sponsoring a lecture and film on the mystery of Amelia Earhart's final flight on *Wednesday, June 8*, at 7:30 p.m. in the Langley Theater of the National Air and Space Museum.

Doris Rich, author of *Amelia Earhart: A Biography*, will speak on the life of the legendary pilot. The film *Amelia Earhart: The Final Flight* will immediately follow.

Ticket prices are \$10 for members and \$13 for non members. For more information call (202) 357-3030.



Amelia Earhart

Healthbeat

Blood Screenings. Occupational Health Services, Inc., will provide blood chemistry screenings on Wednesday, June 22, from 8:30 to 11:30 a.m., in the Headquarters clinic. The program is sponsored by the Headquarters Health Awareness Program.

Here is a listing of the program components and their corresponding fees.

Venipuncture Blood Draw

A. Lipid panel — \$33

B. Lipid panel, chemistry 24 — \$37

C. Complete Blood Count (CBC)

If purchased with option A or B — \$10

If not purchased with option A or B — \$15

D. Blood group and type

If purchased with option A or B — \$10

If not purchased with Option A or B — \$15

E. Prostate Specific Antigen (PSA) — \$38

Appointment and instruction sheets are now available in room 327. A listing of the blood profiles being offered is also available. Employees are requested to put the date and time of their appointment on the instruction sheet.

No appointments will be made by phone.

Because employees are required to pay for this service, spouses and adult children can also participate.

Employees with questions can call Clara White, R.N., x73405.





U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

International Harmonization

FAA Sponsors First Aviation Trilateral

FAA Administrator David Hinson recently hosted the first executive level aviation trilateral meeting. Officials from the United States, Canada, and Mexico agreed to move toward developing common air traffic procedures and standards throughout the northern hemisphere—a ma-

Round-table discussions related to communications, navigation, surveillance, and air traffic management planning and implementation; air traffic harmonization; traffic flow management; and future system enhancements. FAA senior staff members reported on the status of the Global

of Aviation David Wightman led the Canadian delegation.

The meeting's NAFTA genesis is the provision eliminating cross-border restrictions on specialty air services among the United States, Canada, and Mexico. On issues related to harmonization, the group will pursue standardization, working through a group and its specific recommendations.

Both the Mexican and Canadian delegations were present for recent dedication of FAA's new Air Traffic Control System Command Center in Herndon, VA. The Administrator stated that it is the U.S. goal to implement technologies and establish procedures that encourage more facility-to-facility communications among the three countries.



Lance Strozler

FAA Administrator David Hinson is joined by delegates from Mexico and Canada at the first North American Aviation Trilateral meeting, hosted by the FAA.

major step toward the international harmonization of aviation.

During the first North American Aviation Trilateral meeting, held in Washington, DC, the group discussed a wide range of issues including policy and operational and technology developments. The meeting is a result of the North American Free Trade Agreement (NAFTA) and continuing discussions which began at the North American Transportation Summit.

Positioning System and related wide-area augmentation.

"In a sense, we have to shrink North America," said Hinson. "We need to think boldly. Let's get rid of things that are ownership driven and see if Mexico, Canada, and the United States can't do business in the same way."

The Mexican delegation was headed by Director General of Civil Aeronautics Federico Canovas Theriot. Assistant Deputy Minister

Highlights

Lunch Date. Interested in having lunch with the Administrator and the deputy?

The second in a series of monthly brown bag lunches is scheduled for Wednesday, June 29, from 12 noon to 1 p.m., in conference room 9ABC.

Interested employees are invited to drop a business card, or a 3" by 5" index card containing their name, title, organization, and telephone number, in the box located in the Headquarters lobby. Headquarters FAAers not located in the main

turn to **Highlights** on page 2



Highlights *from page 1*

building may submit the required information to Briar Haggett, APA-340.

The cut-off date for submissions is Wednesday, June 15. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the Administrator.

Smooth Transition. The FAA's weather processors program recently sponsored a Weather Message Switching Center Replacement (WMSCR) users conference in Alexandria, VA.



Associate Administrator for NAS Development John Turner addresses the conference.

This new weather system utilizes state-of-the-art equipment and technology to perform all current weather data handling functions, and will serve as the FAA's primary link to the National Weather Service Telecommunications Gateway.

Associate Administrator for NAS Development John Turner challenged the audience—which included members of the airline industry, FAA, and the private sector—to work together

to install an operationally effective system.

The conference was part of a continuing effort to create a smooth transition from the current Weather Message Switching Center to the new Weather Message Switching Center Replacement System. A working group with members from the user community and the FAA was developed to define operational procedures for the new system.

Code Sharing. The DOT is drafting new rules on passenger notification about airline code-sharing arrangements on domestic and international flights.

Code sharing is the practice of one airline advertising and selling the services of another airline as its own. This allows the cooperating carriers to market "seamless" service with respect to airport connections, baggage handling, and ticketing.

This announcement was the result of a probe ordered by DOT Secretary Federico Peña, disclosing that 30 percent of all air travelers who book international reservations on a code-shared flight may not be told which airline they will be flying.

"Air travelers are entitled to know which airlines will be providing the air service they are buying," said Peña. "With the increasing use of code-sharing service in both domestic and international markets, we are concerned that consumers, after making reservations and buying tickets, may to their surprise discover that they will be flying on an airline other than the one they expected."

Small Business Awards. In fiscal year 1993, the DOT provided significantly greater opportunities for minority, disadvantaged, and women-owned businesses by awarding more than \$3.6 billion in DOT federal funds to minority, disadvantaged, and women entrepreneurs (DBEs) through the department's procurement process.

DBEs received \$940.7 million—23.8 percent—of the total DOT di-

rect procurements, which includes awards to businesses certified by the Small Business Administration as being small and disadvantaged, and subcontracts with major DOT prime contractors.

"I am committed to the small and disadvantaged business program and have taken steps to strengthen participation of minorities and women in the department's procurement process," said DOT Secretary Federico Peña. "I would like DOT's Small and Disadvantaged Business Enterprise program to be a model for the federal government, and I have requested that the DOT operating administrations do all in their power to make the small business program even more successful."

Sector Manager. FAAer ViAnne Fowler was recently named San Diego Airway Facilities Sector manager, making her the only female—and the second woman ever—to hold the position of sector manager.

She manages an organization of 120 employees who have technical responsibilities for hundreds of air traffic facilities throughout Southern California, and some in Yuma, AZ.

Fowler began her FAA career in 1973 as a stay-in-school employee. Since then, she has held a variety of positions in the agency including electronics technician, electronics engineer, and technical support manager. Most recently, she served as assistant sector manager at the Southern California terminal radar approach control facility.

NEXRAD Support. The FAA plans to broaden its support of the Next Generation Weather Radar (NEXRAD) by adding staffing to the facility in Norman, OK.

This year, the agency has given



ViAnne Fowler

Carol Long

Headquarters Intercom

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Editorial Assistant

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\$1.9 million in support of the radar system's long-range radar operation. The next step in the plan is to provide agency personnel to work alongside Department of Defense and National Weather Service employees at the Norman facility.

About 14 engineering and software specialists from the FAA's National Airway Systems Engineering Division in Oklahoma City, OK, will be moved to the facility.

The NEXRAD project will eventually replace the present radar function provided by FAA long-range radars, as approximately 135 NEXRAD facilities become operational throughout the country.

Serving Citizens. FAA's office of Air Traffic System Management's Enhanced Traffic Management System recently received a second place award in the category of Service to the Citizen, as a part of the Federal Applications Medal of Excellence for

Information Technology Solutions.

These awards are given to agencies or contractors whose work has already made progress toward fulfilling the objectives and challenges of the National Performance Review.

The Enhanced Traffic Management System allows air traffic controllers to evaluate traffic situations in advance by compiling real-time flight and weather data and presenting it in an easy-to-understand format to alert controllers where congestion is likely to occur.

The award was given in conjunction with the annual FOSE computer show, which is held every year in Washington, DC.

Operational Testing. The FAA's Integrated Terminal Weather System began undergoing a formal demonstration/validation operational test and evaluation at the Memphis Airport late last month.

The system is a development pro-

gram designed to produce a fully automated weather information system for the terminal area. It will acquire and integrate data from the FAA and National Weather Service sensors, as well as aircraft in flight.

During the test and evaluation phase—which will run in parallel for two months at Memphis and Orlando, the integrated terminal weather system products will be displayed to air traffic control employees to obtain an assessment of the operational benefits.

Development of the new system is managed by the Aviation Weather Development Program, ARD-80, and the operational test and evaluation is being conducted by the Weather/Primary Radar Division at the Technical Center.



Please
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Corporation Q & A's

As part of the continuing effort to keep employees informed on the new U.S. Air Traffic Services Corporation (USATS) proposal, the Headquarters *Intercom* is publishing two employee questions, accompanied by responses, in each issue.

Interested employees can submit written questions to Briar S. Haggett, APA-340. She can also be reached on cc:Mail.

Here's what agency employees want to know most.

How will employees at the FAA Technical Center and Aeronautical Center be affected?

In general, all functions performed solely in support of air traf-

fic services will be transferred to the corporation. USATS would use and pay for services of the Technical Center for a specified period, after which it could decide to continue or find alternative sources. The FAA would likely lease space at the Aeronautical Center from the corporation for those services not associated with corporate activity. The details of such arrangements will be worked out during the transition planning process.

The safety record is strong—there were no major fatalities in the past 25 months among major carriers. Why mess with a good thing?

From the beginning, the FAA had a clear mandate to propose a corporate structure which would not compromise the present high level of safety within the aviation system. In fact, the safety process will essentially remain unchanged. The cur-

rent statutory and regulatory structure would remain, and the USATS Corporation would be treated as any other operator in the system although it has unique characteristics. FAA organizations that oversee and regulate safety would remain within the FAA as a government agency, report to an administrator, and have direct safety oversight of USATS.

The corporation proposal will actually enhance safety by making the system more efficient and productive, while accelerating implementation of needed system modernization such as satellite navigation and communications, improved weather sensors, airport surface detection equipment, and air traffic control automation. These tools would enhance the ability of controllers to more safely and efficiently control the expected growth in the volume of aircraft movements.

Careful Contracting

Beware of Post-Employment Buyout Restrictions

In a recent memo to the members of his management team, FAA Administrator David Hinson expressed his concern over contracts involving former agency employees who recently took the buyout.

"I am concerned," said Hinson, "that in some of these cases former employees would be returning to the very tasks they just retired from, or to perform other tasks for the FAA—either of which may violate the general prohibition against contracting for personal services."

Hinson warned "if the case involves a personal services contract, then under the buyout legislation, the former employee involved is liable to the agency for the full amount of the incentive payment."

Buyout legislation makes clear that the agency cannot increase support services contracts to make up for the work performed by former employees who took the buyout, unless a cost comparison demonstrates that the contract would be financially beneficial to the government.

"In view of these concerns," said Hinson, "the FAA will not approve contracts or employment situations involving former FAA employees who took the buyout, unless the requirements of the buyout legislation are met."

He stated that no task order or other arrangement that violates the agency's post-employment restrictions will be approved. He also said that no contract or arrangement involving the employment of an individual who took the buyout from the FAA will be approved without the written concurrence of the executive director for System Development, who will soon issue directions for implementing the requirements of the Administrator's memo.

Considering Human Factors

Courses Delve into Prevention of Operator Error

FAAers learning the 'ins and outs' of system acquisition and project management now get a dose of human factors integrated into the curriculum.

"There is a direct relationship between human error—whether that of pilots, controllers, mechanics, or other operations personnel—and engineering design," says Glen Hewitt, Office of the Chief Scientific and Technical Advisor for Human Factors.

Because of this, the FAA has mandated that its programs emphasize the role of human factors in terms of a human factors plan. An FAA order also requires that human factors be systematically integrated into the planning and execution of all organizational functions, operations, and activities.

"Agencywide, we acknowledge the role people have in operating systems," Hewitt says, "but we are not always skilled in conveying how to reduce human performance risks."

Now both the agency's two-week and four-week program management courses give general instruction on human factors issues in the administration of FAA programs. They also detail how to integrate human factors issues with documentation and other activities involved in acquiring systems.

In addition, an introductory course in human factors specifically designed for the Program Management Matrix Team is currently under development.

"We must provide sufficient in-

struction to our technicians and engineers to manage the human factors component of every program," Hewitt states.

This training must factor in the human element in the earliest



Kris Christianson, Acquisition Management Institute, and Glen Hewitt, Office of the Chief Scientific and Technical Advisor for Human Factors, talk about the human factors aspects of program management.

phases of programs and projects and address general principles in such a way that the agency's research, design, development, and deployment are people-centered. Some human factors planning guidelines are also offered to the class.

Kris Christianson of the Acquisition Management Institute, who directs the program management training at the agency, stresses how necessary it is to develop and institutionalize formal procedures that systematically incorporate human factors considerations into an organization's acquisition activities.

Christianson, who can be contacted on (703) 440-5000, welcomes guest speakers on human factors issues as they relate to the acquisition process or the general management of programs.

Corporate Advantages

Hinson Speaks at AAAE Annual Convention

At the 66th annual American Association of Airport Executives conference in Seattle, WA, FAA Administrator David Hinson said, "the new air traffic control services corporation is about more than orbiting satellites and fiber optics and interconnecting computer systems. It's about making sure that every American airport, even the little airstrip beside the county highway, is plugged into the global navigation and communication system which is emerging."

Seeking the full support of the association for the corporation proposal, Hinson said he hoped "that airports will soon discover the very real advantages of dealing with the new corporation."

Under the proposal, general aviation will benefit from a better system

with no user fees levied against them. The fuel tax private pilots and plane owners currently pay will go straight into airport development, Hinson explained.

The corporation will be entirely self-supporting and derive its income

"The new ATS Corporation is about more than orbiting satellites and fiber optics . . ."

David Hinson
FAA Administrator



solely from fees levied on commercial aviation—fees set to reflect the actual costs of the air traffic control services provided by the corporation.

"Decisions about upgrading and modernization will be based on sound business judgment, not the political pull and bureaucratic influence which

can now sometimes unfairly influence what happens," Hinson said. "If our nation's airports are to be ready to handle the growth in aviation which we expect in the coming decades, it is essential that airport management be able to count on new technology which will expand capacity and maintain safety."

People

Leave Donations. Jackie Wattawa, a management/program analyst in the Life Cycle Management Division, is an eligible recipient for the FAA's leave donor program.

Wattawa has been hospitalized four times this year, and recently lost 80 percent of her vision in both eyes. She needs surgery to help her gain more vision in her left eye. All of her leave is exhausted.

Anyone wishing to donate annual leave should contact Barbara Ullom, AHR-151, x77608.

Leadership Award

Daschle Honored by the American Association of Airport Executives

In recognizing her "unique contributions to the airports profession," the American Association of Airport Executives (AAAE) recently honored FAA Deputy Administrator Linda Hall Daschle during its 66th annual conference in Seattle, WA.

Daschle served the association from 1987 to 1993—first as vice president and later as senior vice president of Federal Affairs. In presenting her with the organization's Leadership Award, association chairman Jerry Fitzgerald cited Daschle as a "crucial leader" during a time when the association more

than doubled in size and services.

Daschle was singled out for her work on the organization's airport news and training network. Fitzgerald pointed out that Daschle started out with no knowledge of business television, studios, and satellite commu-

nications, but volunteered to learn and lead the program. "In a six-month period," he said, "the association had one of only a half-dozen successful, association television networks in the country, broadcasting by satellite for two hours each day."

"The quality of the studio, facilities, programming, and news, was exactly what we expected because we knew the quality of the individual," said Fitzgerald.

AAAE Chairman Jerry Fitzgerald, right, presents FAA Deputy Administrator Linda Hall Daschle with the association's Leadership Award.



Joint Strategy

FAA, Air Force Agreement Speeds Military Technician Transfer

The FAA and the Department of Defense recently launched a joint strategy to make it easier for military mechanics to obtain private-sector jobs. The plan allows these personnel to apply military aviation training courses toward an FAA airframe and powerplant license.

FAA Administrator David Hinson and Air Force Secretary Dr. Sheila Widnall signed the memorandum of understanding to ease a shortage of mechanics predicted later in this decade. The memorandum allows military personnel to move more quickly into private sector vacancies.

"Our collective goal is to put people first," Hinson said. "Hiring people who already have superb training is a bonus. This agreement is important to the future of aviation, because it provides industry with expert technicians as



FAA Administrator David Hinson and Air Force Secretary Dr. Sheila Widnall recently signed a memorandum of understanding to make it easier for military mechanics to obtain private-sector jobs.

they leave the military. It's economically sound to hire maintenance technicians with experience and training. As new technology emerges and aviation activity increases over the next

decade, the aviation industry will be able to tap this pool of expert maintenance personnel."

The program converts military maintenance courses into credit for an airframe and powerplant license. This enables aircraft mechanics to qualify for aviation positions upon separation or retirement.

The agreement culminates efforts among the FAA, DOD and the Aviation Technician Education Council, which represents 80 percent of FAA-certified schools. The Navy and the Marine Corps also will participate in the program.

In conjunction with the Federal regulations, the FAA has prepared an advisory circular that provides guidelines for aviation maintenance schools to use when evaluating military aviation training courses. The circular will be issued this summer.

Alternative Work Schedules

Survey Results Indicate an Improved Quality of Work Life

For the most part, employees and supervisors participating in the Alternative Work Schedules program—commonly referred to as AWS—say it improved the quality of their work life and productivity.

More than 5,000 supervisors and employees from across the country were randomly surveyed by Human Resource Management, with about two-thirds responding. Overall, employees felt the program had no adverse impact on the agency's mission.

As a percentage, more women than men took advantage of the program to attend school. Employees reported that alternative schedules helped them meet family obligations, including child and elder care.

Supervisors enrolled in the program were more positive about it than their nonparticipating peers. They said that morale increased as the percentage of their participating subordinates increased.

For the most part, supervisors indicated that overall employee productivity, responsiveness, tardiness, and morale either stayed the same or improved. They reported, however, an increase in their managerial tasks, particularly when scheduling meetings and obtaining information from participating employees. Some supervisors—particularly those not in the program—perceived an increase in the workload of non-participating employees.

Survey results indicated a trend toward increased carpooling and use of public transportation. For example, at Headquarters, use of public transportation increased from 17 to 22 percent, and single drivers dropped from 16 to 12 percent.

AWS began in the agency in 1989 with a one-year experiment in national bargaining units. Today, more than 35,000 employees participate in the program. The program provides employees with flexibility to adjust the length of their workday. They can work fewer than the traditional 10 days each pay period, or vary their arrival and departure times while maintaining a 10-workday pay period.

Right on Schedule

Agency's VSCS Program Reaches Major Milestone

Agency history was made recently at the Seattle Air Route Traffic Control Center when FAA Administrator David Hinson received the first "official" call on the newly installed voice switching and control system—better known as VSCS.

The caller—VSCS Program Manager Peter Challan—explained to Hinson how the \$1.7 billion program is "right on schedule." Calling from his Headquarters office more than 3,000 miles away, Challan said the agency's first voice switching and control system—delivered to the Seattle facility in October 1993—is expected to be fully operational in April 1995.

The system is a major component, and one of the earliest fielded segments, in the agency's comprehensive, high-tech modernization program. It provides complete and flexible digital air-to-ground and ground-to-ground voice link communications between controllers

at air route traffic control centers and enroute aircraft.

After touring the Seattle facility, Hinson received "hands on" VSCS operator training. Fifteen minutes later, he was able to access the system's first official call. According to Challan, considerable design emphasis was placed on developing effective computer/human interfaces, requiring minimal training.

The new system is beginning to replace older 1950s technology, consisting of electro-mechanical and vacuum tube voice switches. The system's display monitors, which use color-coded icons and are activated by touch, are being installed in older, existing M-1 controller consoles.

Within the next four years, VSCS is expected to have been delivered to all of the nation's 22 air route traffic control centers, the FAA Academy, and the New York Terminal Radar Approach Control facility.

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 FAAers and members' guests.

NAPA. The National Asian and Pacific American Association of Federal Aviation Employees meets the *second Tuesday* of each month, 12 noon to 1 p.m., conference room 408. Next meeting: *July 12*. Contact Al Kaulia, x78317.

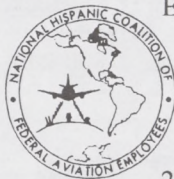
Black Coalition. The National Black Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon to 1 p.m., conference room 8ABC. Next meeting: *July 6*. Contact Carrie Wood, x78411.



FWPC. The Federal Women's Program Committee meets the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Next meeting: *July 6*. Contact Maria Killian, x75906.

Headquarters EPG. The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m. Next meeting: *July 14*. Contact Ralph Randall, x78903, or Gerri Robinson, x79678, for meeting location.

Hispanic Coalition. The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon. Next meeting: *July 6*, room 812A. Contact Francisco Estrada C., 287-8558, or Rose Millar, x79005.



International Training. The Federal Aviation Club, International Training in Communication, meets *every Wednesday* from 12 noon to 1 p.m.

The group provides instruction on how to communicate effectively, build self-confidence, stimulate the exchange of ideas, express individual thoughts, learn skills to use at work, and receive training to increase individual effectiveness. All efforts will be constructively evaluated by the group.

Contact Maria Lancaster, x73746, or Sylvine Blackwell, (202) 529-2573,

for meeting location.

Managers Association. The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, from 12 noon to 1 p.m., in the MOC room. Next meeting: *July 14*. Contact Warren Davis, x79224.

Quality Meetings. The FAA Headquarters Quality Network meets the *first Tuesday* of each month from 2 to 3:30 p.m., conference room 8ABC. Next meeting: *July 5*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m. Next meetings: *July 5* and *July 19*, conference room 5A and 5C, respectively. Contact Valerie Kulhanek, x73318, or Steve Black, x79094.



Volunteer Committee. The FAA Volunteer Committee meets the *second Tuesday* of each month at 11:30 a.m., conference room 812C. Contact Margaret Powell, x67037.

Resolving Conflict

EAP Lists the 10 'Commandments' of Fair Fighting

Conflict resolution can be a growing experience for any relationship, according to the Employee Assistance Program (EAP).

The EAP advises FAAers that the following rules and controls have been found useful in settling difficulties to the satisfaction of both people involved in a conflict.

➔ **Define the problem.** Both parties must mutually agree on the issue at hand. Understanding the problem is part of the solution.

➔ **Stick to the subject.** Stay on track with the problem, or nothing will get settled.

➔ **Agree on a time to discuss the problem.** Promise to use that time to work on resolving the conflict—leave the television set and stereo off.

➔ **Maintain personal space.** Sitting across the table from each other is a good way to keep that space.

➔ **Agree on the right to "time outs."** Take a walk for one hour. During that time, think about successful conflict resolution, then come back and deal with the problem.

➔ **Do not criticize, threaten, or injure.** Problems are never mutually resolved when people are hurt emotionally, or when force is used.

➔ **Leave the past alone.** Dragging up old conflicts only promotes anger and hurt.

➔ **Do not involve others.** Bringing in relatives, co-workers, or friends can only make them part of the problem too.

➔ **Take more time if necessary.** It may take more than one discussion to resolve a conflict—it takes work to make a relationship a success.

➔ **Ask for feedback.** Both parties should be sure they are being heard, and that they understand each other's views.

Conflicts and disagreements are inevitable. But, the EAP advises, expressing feelings appropriately is good and healthy for a relationship.

Employees interested in learning more about conflict resolution can contact EAP Manager Kim Brams, or EAP Counselor Cary Cook, x73945, or by calling Personal Performance Consultants, 1-800-234-1EAP.



Retirement Information

The retirement estimate telephone system—800-888-4412—now covers all FAAers, including those under the Federal Employees Retirement System (FERS).



Any employee can call the system and get a retirement estimate projected to the year 2030, as long as the projected federal service does not exceed 42 years.

The system also computes severance pay for employees who have been separated from the FAA as a result of job termination.

Employees can request up to a total of five retirement or severance pay estimates.

Flightplan

AND Awards. The Fifth Annual Associate Administrator for NAS Development (AND) Awards ceremony will be held *Wednesday, June 15*, at 9:30 a.m. in the Headquarters auditorium.

For more information, contact Jackie Baldwin, x76517.

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-94/01/P-3

Language Officer (Translator)

PC-94/02/DIR

Director, Legal Bureau D

Initial appointments are three years for all assignments. Government employees accepting assignments with ICAO are entitled to reemployment rights.

Applications are due in Administrative Systems and Overseas Support, API-19, by *Monday, June 27*, for vacancy number PC-94/01/P-3, and by *Monday, July 25*, for vacancy number PC-94/02/DIR.

For more information about salary, qualifications, applications, and benefits, employees can contact their servicing personnel office, or API-19, (202) 267-9085.

Destiny in Space. The National Air and Space Museum will show the film *Destiny in Space* beginning *Wednesday, June 22*, in the Langley Theater.

The 40-minute film examines space exploration by humans and robots, and features footage taken during nine shuttle flights.

It will be shown daily at 10:45 a.m. and 1, 3:15, and 5:25 p.m. Tickets for the event are \$3.25 for adults, and \$2 for children, students, and adults over age 55.



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

Headquarters Intercom

Overhauling AAS

FAA Modifies Multibillion Dollar Computer Program

Stating the FAA cannot continue with "business as usual," Administrator David Hinson recently announced during a Washington, DC

ter to the Congressional committees having jurisdiction over the FAA outlining the steps the agency will take to continue modernizing the air traf-

tary directed me to take action to get the program back on schedule and on budget. Since then, we have focused on bringing this program in line."

In late 1993, Hinson initiated a comprehensive review of the costs and schedule to complete the program. The FAA also commissioned the Center for Naval Analyses (CNA) to conduct an independent assessment of the organizational, management, and financial concerns raised by the AAS program.

Conclusions from data collected over the past several months led the agency to cancel the Area Control Computer Complex (ACCC) and Terminal Advanced Automation System



Above: The software for the Initial Sector Suite System is currently undergoing a 90-day analysis to determine whether it can be made to work at a reasonable cost and schedule.

Right: FAA Administrator David Hinson fields questions from reporters on the future of the Advanced Automation System.

press conference that the agency is canceling or modifying four major portions of the Advanced Automation System (AAS) to bring the multibillion dollar program under control.

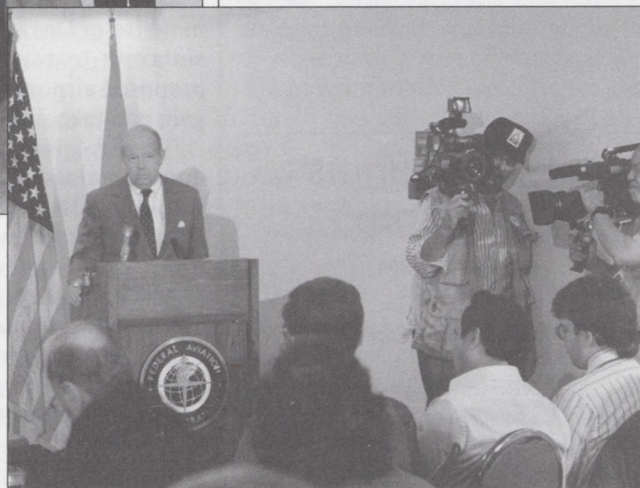
The moves are expected to save hundreds of millions of dollars from the potential costs recently projected for the development and implementation of the program.

Hinson simultaneously sent a let-

ter to the Congressional committees having jurisdiction over the FAA outlining the steps the agency will take to continue modernizing the air traf-

fic control system. The AAS program, begun in the early '80s, suffered from a

history of cost overruns and delays. "When Transportation Secretary Federico Peña took office, he committed to addressing the problems of this long-troubled program," Hinson said. "When I took office, the Secre-



(TAAS). It will reduce the number of towers that will receive the Tower Control Computer Complex (TCCC). Also, the software for the Initial Sector Suite System (ISSS), which has
turn to Advanced on page 4

Highlights

Airport Improvement. As part of its Airport Improvement Program, the FAA will award up to \$889.9 million in airport improvement funds by the June 30 cutoff date set by Congress.

Last month, Congress authorized an interim airport funding package, with funds to be available through June 30. Airports generally receive 50 percent of their entitlement funds for the year. These funds are used for airport planning, airfield construction, and noise compatibility measures.

FAA Administrator David Hinson said, "this program is part of the DOT's plan to invest strategically in America's infrastructure. These funds will enable us to begin new projects, reduce congestion, increase the efficiency of the system, and enhance safety."

The awards will range from several hundred thousand to several million dollars.

As part of the program, the FAA assists airports in formulating projects, reviewing costs, satisfying environmental concerns, and insuring the availability of local matching funds.

Analysis Tool Released. The Facility Engineering Service recently released the facility system analysis tool to the NAS Transition and Imple-

mentation Service for deployment at 25 regional and sector offices across the country.

The tool relates information about FAA deployment sites to their NAS equipment characteristics and predicts when a facility's existing capacity for heating, ventilation, and air conditioning, backup electric power, and equipment space will be exceeded.

Fair Fees. The DOT and the FAA recently proposed a policy on fair and reasonable rates and charges that airports can collect from airlines and other users.

DOT Secretary Federico Peña said the policy would "provide guidance to airport operators and airport users when negotiating rates and charges." The policy would also form the basis for the FAA to evaluate any complaints about or challenges of airport rates and fees.

The statement urges airport operators and airlines and other users to negotiate rates and fees. "Adversarial proceedings are no substitute for prompt and productive negotiations between directly interested parties," it says.

However, both Peña and FAA Administrator David Hinson have broad authority to review the legality of proposed airport rates and to investigate and take enforcement actions.

The FAA is also proposing procedural regulations explaining how it would handle complaints about airport compliance with federal obligations.

The policy sets forth five key principles and supplemental guidance which address the issues of preference for local negotiation, fair and reasonable rates, unjust discrimination, financial self-sufficiency for airports, and diversion of airport revenues. It is based on existing laws, regulations, policies, and judicial and administrative precedent.

A public meeting to obtain comments from interested parties will soon be scheduled in Washington, DC.

Educated Move. Deputy Assistant Administrator for Human Resource Management Dorothy Berry recently accepted the position of deputy assistant secretary for administration at the Department of Education.

Berry began her FAA career in the Eastern Region in 1984 as the manager of the Human Resources Division. She then moved to Headquarters as the Director of the Office of Human Resource Planning and Evaluation.

Her new assignment was effective June 6.



Dorothy Berry

Strategic Planners. Three FAAers were recently recognized by FAA Administrator David Hinson for their efforts in developing the agency's strategic plan.

Penny Mefford and Chuck Dennis, Office of Aviation Policy, Plans, and Management Analysis, and Eileen Verna, currently detailed to the Office of the Administrator, were lauded for their work in helping the Executive Board "bring the plan to fruition."

Mefford, FAA's strategic planning focal point, brought "futures" experts before the board, set up challenger sessions with the aviation community, guided the FAA teams that developed objectives and milestones, coordinated on the new DOT strategic plan, and oversaw all staff efforts.

Dennis, with the help of the Strategic Planning Branch, provided strategic planning expertise, advice on processes, staff and logistic support, and background materials for the Board, the challenger sessions, and Hinson.

Verna, as executive secretariat to the board, helped structure the board's planning process, advised the board's facilitator, and worked with and advised the planning team.

All three helped prepare the plan and ensure that it was properly printed and released.

Headquarters Intercom

June 21, 1994
No. 94-22

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Editorial Assistant

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Art Director

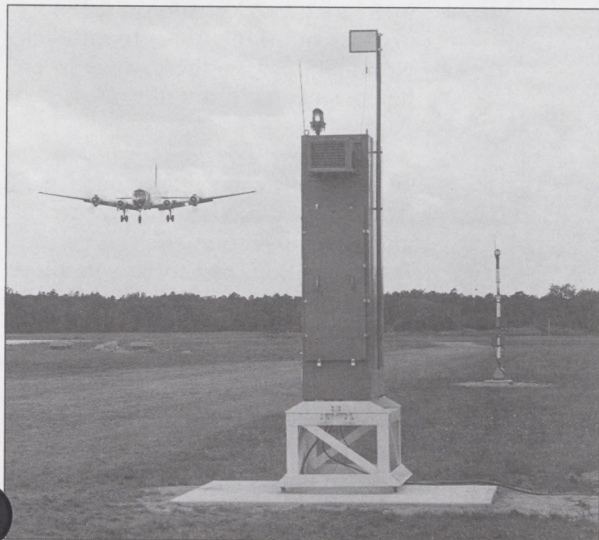
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Contracts Canceled

FAA Halts Further MLS Development

In a move designed to focus on the adoption of satellite technology and to save money, the FAA recently halted further development of category 2 and 3 Microwave Landing



Microwave Landing System at the Cape May, NJ, airport.

Systems (MLS) and canceled two contracts for such development.

FAA Administrator David Hinson said he believes satellite-based technology using the Global Positioning System (GPS) will have greater potential to do a better job. The FAA's decision to cancel contracts with the Raytheon and Wilcox Corporations is expected to save the agency about \$59 million.

Hinson said, "Continuing the MLS development program is not an economically sound strategy, since all indications are that we will never need to deploy category 2 and 3 MLS in any significant numbers." He added that if such systems are needed in the future, the FAA can acquire them on the open market.

The MLS, which was designed to replace the old instrument landing system (ILS), provides precision guidance over a wider area and gives pilots guidance to the runway in all weather conditions.

"The cancellation of MLS is not considered a program management failure," said Associate Administrator for NAS Development John Turner. "In fact," he said, "it is just the opposite.

The program office recognized the technology changes and brought to senior management's attention a significant cost-saving alternative. This is a true example of good government, and all involved should be commended."

The FAA has already deployed the less-advanced category 1 MLS at seven airports and is in the process of installing systems at 22 other airports. Category 2 and 3

MLS systems are used in precision, low visibility landings. The GPS can already handle category 1 approaches, and given the speed with which satellite technology is improving, the FAA believes GPS has great potential to provide precision approach landings.

"We recognize that this decision may impact on international organizations with whom we have longstanding relationships," Hinson said. "We are sensitive to their concerns and will continue to work closely with them. We expect the International Civil Aviation Organization's review of its ILS/MLS Transition Plan to continue unimpeded."

The airline industry, including most major U.S. airlines, the Air Transport Association, and the Helicopter Association International, supported speeding the development of GPS and eliminating the MLS. The Radio Technical Commission for Aeronautics, another industry group, supports FAA use of satellite technology.

Continuing Assistance

FAA Signs Agreement with Spain

FAA Administrator David Hinson recently signed an implementing agreement with Spain's Director General of Civil Aviation Juan Manuel Bujia, providing for the continuance of agency technical assistance to Spain.

FAA has been providing Spain with technical assistance services since 1977, including training, supply support, flight inspection, and air traffic control planning. Services were provided under a memorandum of agreement until 1993, when the Spanish foreign ministry required the director general of civil aviation to enter into a "higher" form of agreement that



Dennis Hughes

FAA Administrator David Hinson, left, signs the implementing agreement with Spain's Director General of Civil Aviation Juan Manuel Bujia.

would first be signed between the U.S. Department of State and the Spanish ministry of foreign affairs. Typically, the FAA enters into technical assistance and training agreements directly with its foreign counterparts.

The new state-to-state agreement, in December 1993, led to the recent implementing agreement between the United States and Spain.

Advanced Automation *from page 1*

cost the government over a billion dollars, will undergo a 90-day analysis to determine whether it can be operated and maintained efficiently.

"These decisions effectively end the downward spiral of the AAS program," said Hinson. "Our goal is to insure that the public and the aviation community can receive the promised benefits of modernized air traffic control at a price and in a time frame that reflects a business-like, disciplined approach."

In its report issued in mid-May, CNA criticized existing software. The report questioned the architecture and design for key segments of the AAS program. To determine whether the software can be made to work at a reasonable cost and schedule, an examination of the software has commenced and will be completed within approximately 90 days.

Hinson ordered that program spending be reduced during the software examination.

The FAA concluded the same benefits envisioned in ACCC could be provided to the industry and traveling public through a new competitive process and development of Automated En Route Air Traffic Control (AERA). In can-

celing TAAS, the FAA will use off-the-shelf technology to provide updated automation for its terminal control facilities.

This action follows earlier moves by the FAA. On March 3, Hinson announced the results of an internal study and suspended funding for the ACCC while a high-level FAA team evaluated and revalidated all elements of the AAS program.

At the same time, the agency also announced key management and personnel changes, naming Robert Valone, an expert in managing large technology-driven programs, to direct the AAS recovery effort. Subsequently, Hinson brought in as a consultant George Donohue, a top-level official from the prestigious RAND Corporation, to evaluate the FAA's internal process for managing acquisitions, systems development, and new technology.

"Modernization of the air traffic system is a crucial part of our ability to serve the users of America's airspace," said Hinson. "We must insure this program delivers its benefits at a cost that's fair to the taxpayer, while delivering the high technology the system demands."

Retirement Information

The retirement estimate telephone system—800-888-4412—now covers all FAAers, including those under the Federal Employees Retirement System (FERS).



Any employee can call the system and get a retirement estimate projected to the year 2030, as long as the projected federal service does not exceed 42 years.

The system also computes severance pay for employees who have been separated from the FAA as a result of job termination.

Employees can request up to a total of five retirement or severance pay estimates.

Flightplan

AXO Awards. The 1994 Executive Director for System Operations (AXO) National Awards Program is scheduled for *Wednesday, November 16*, in the FAA auditorium.

The program focuses on noteworthy contributions in the accomplishment of the AXO mission through cross-organizational teamwork. Nominations for these awards are being accepted through *Friday, July 22*.

Awards will be given in four categories—systems enhancement; quality in work life; vision of tomorrow; and communication.

Nominations are to be submitted through employees' incentive awards coordinator. For more information, contact Margo Inskeep, (202) 267-9227.

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-94/01/P-3

Language Officer (Translator)

PC-94/02/DIR

Director, Legal Bureau D

Initial appointments are three years for all assignments. Government employees accepting assignments with ICAO are entitled to reemployment rights.

Applications are due in Administrative Systems and Overseas Support, API-19, by *Monday, June 27*, for vacancy number PC-94/01/P-3, and by *Monday, July 25*, for vacancy number PC-94/02/DIR.

For more information about salary, qualifications, applications and benefits, employees can contact their servicing personnel office, or API-19, (202) 267-9085.

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of Transportation
**Federal Aviation
Administration**

Headquarters Intercom

Speeding Technology

FAA Looks to Enhance Satellite Navigation

Calling the Global Positioning System the "single most significant advance in the history of navigation," FAA Administrator David Hinson announced agency solicitation for the development of a ground-based network to support the system's operational use.

"GPS will forever change the way we do business," Hinson emphasized during the recent Washington, DC press conference.

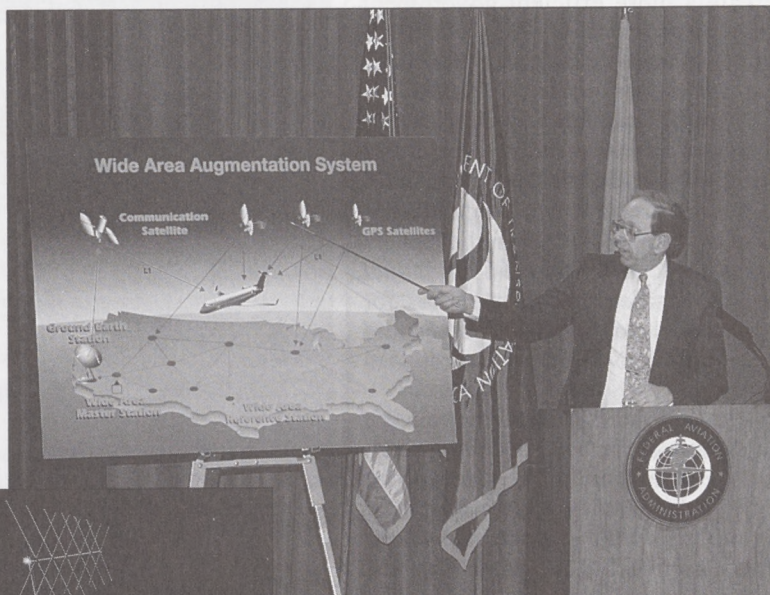
The agency issued a request for proposals for a wide-area augmentation system (WAAS), a network of ground stations and communication systems that enhance the integrity and availability of GPS signals. To achieve the full benefits of the positioning information provided by GPS, the basic service must be augmented by information from a network of ground reference stations supported by land- and space-based communication systems.

"The wide-area augmentation system will mean that, in most instances, airports and localities will not need to purchase their own locally-based stations to provide augmentation signals," said FAA Associate Administrator for System Engineering and Development Marty Pozesky.

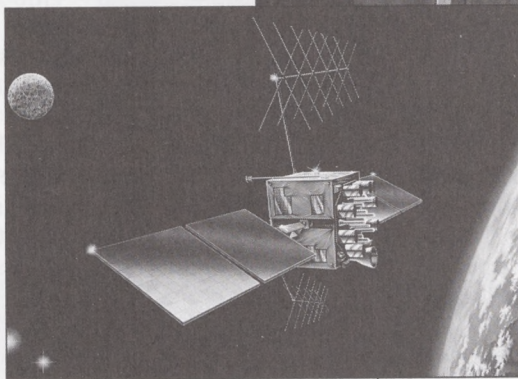
The FAA-conceived project has been flight tested in the U.S. and Canada with dramatic results.

"The question no longer is 'does it work,' but 'how quickly we can get it installed,'" said Pozesky. With the WAAS, civil signals will radiate from communications satellites. This will allow aircraft equipped with a GPS receiver that is designed to use WAAS information to make approaches at any U.S. airport.

Initially, WAAS will provide integrity and enhance



Above: Associate Administrator for System Engineering and Development Marty Pozesky explains the wide-area augmentation system.
Left: Artist's rendering of a GPS satellite.



availability of GPS to support all phases of navigation from over-the-ocean flights through non-precision approach operations. It will also have the potential to be expanded to provide enhanced accuracy to enable precision approach operations. This

decision will be based on the outcome of a joint study by the Departments of Defense and Transportation currently underway and scheduled for completion by September of this year.

The GPS constellation of 24 satellites was declared operational last December by the Secretary of Defense. In February, Hinson announced initial operating capability for civil use which means that aircraft equipped with a certified receiver could use GPS for enroute and terminal navigation and to conduct non-precision approaches.

turn to **Wide-Area Augmentation System** on page 8

Highlights

Filling Vacancies. As a result of a recent Management Board decision, FAA Administrator David Hinson sent a memo to all Administrator's Management Team members on the filling of vacant Senior Executive Service (SES) positions in the agency.

The board concluded that "each SES position should be carefully considered before it is filled to ensure we create a more efficient government organization which offers a diverse group of managers a voice in the way we do business."

As SES vacancies occur, associate and assistant administrators should "consider the position abolished" and establish alternative approaches to accomplish the necessary workload. Hinson said this should provide increased opportunities for lower level managers to assume more complex responsibilities and broaden their skills.

He continued to say, however, "if these approaches do not support mission accomplishment, justification for filling identified vacancies should be submitted to the appropriate executive director."

This approach "will push us to optimize our work force productivity and enhance communication effec-

tiveness," said Hinson. "We will also eliminate barriers that have limited the participation of women and minorities in the highest levels of agency management."

Wake Vortices. A review of the FAA's actions regarding wake turbulence associated with the Boeing 757 has been directed by DOT Secretary Federico Peña and FAA Administrator David Hinson.



The wake turbulence issue is centered around the Boeing 757.

In May, the FAA issued an interim ruling increasing the required separation from three to four nautical miles between small aircraft following 757 aircraft. This ruling followed the FAA's December 1993 advisory to pilots operating under visual flight rules, which require pilots to maintain their own safe separation from the aircraft ahead of them.

Hinson said the FAA believes current measures appropriately address safety issues relating to the wake vortex matter. "I nonetheless believe strongly that the public is entitled to be assured that the FAA has acted, and can act in the future, with appropriate speed when the facts warrant.

Hinson also said that he strongly supports disclosure of safety information to the public and has directed that completion of an agency-wide review of responses to public requests for information under the Free-

dom of Information Act on this matter be accomplished by July 22.

Reducing Costs. As part of the agency's efforts to reduce costs and operate more like a business, the Office of Information Technology has established a technology support and services consolidation planning team in Headquarters. Regional administrators have been asked to do the same.

The goal is to produce a consolidation plan that will reduce unit costs for information technology support services agencywide over the next several years. Specifically, for fiscal year 1995, the goal is to reduce information technology service expenditures by \$3 million.

An identified representative from each member of the Administrator's Management Team will periodically meet with the Office of Information Technology to discuss their organization's views and provide necessary information about current costs and requirements.

It is expected that the entire range of common information technology support and services at all locations, including network administration and end-user assistance currently being independently accomplished by program offices, will be impacted.

New Location. The Office of the Associate Administrator for Contracting and Quality Assurance reminds FAAers that the location of the Headquarters procurement request box has moved from room 439.

The new location is room 406, in the ASU-300 work area.

USATS First. Ken Lauterstein, ATC Corporation Task Force member, recently took the United States Air Traffic Service (USATS) proposal on the road.

At the first in a series of regional briefings, Lauterstein explained the pro-

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posal to employees at the New York Air Route Traffic Control Center, later fielding questions from a largely Air Traffic and Airway Facilities audience.



Ken Lauterstein explains the ATS proposal.

Employee concerns included job security, political hurdles for the proposal, personnel issues, and union representation on the corporation's board of directors.

The briefing is part of an overall internal communications effort, designed to educate employees on the proposal and provide a forum for employees to ask questions.

Members of the ATC Corporation Task Force are available to provide briefings upon request. The requesting organization bears the travel costs.

Certified Professionals. The office of the Associate Administrator for NAS Development recently sponsored the certified professional secretary program for 36 agency secretaries.

The program, officially sponsored by Professional Secretaries International, encourages professional status in the secretarial field. During a six-month period, participants completed six college-level courses to enhance their business knowledge.

Those who successfully completed the program's final exam were designated as certified professional secretaries.

For more information on the program, contact Dodie Armstrong, (202) 267-8167.

New Development. The FAA's Office of Spectrum

Policy and Management, through the Computer Aided Engineering Graphics Program Office, recently developed a system to help engineers and other users model and analyze radio frequency line-of-sight coverage issues.

The new system, called the Radio Coverage Analysis System, provides a real-time analysis of a given point emitted from radar, communications, or navigation facilities, and produces one-, two-, or three-dimensional coverage charts with the altitude of contours specified by the user. It approximates the "coverage footprint" limited by the earth's curvature, the emitter's range characteristic, and terrain surrounding the emitter. Man-made obstructions and vegetation can also be considered in the analysis.

The system will be implemented next month in all FAA regional offices, the Technical Center, and the Aeronautical Center.

Culture Change. Airway Facilities FAAers were among more than 200 government employees who recently shared "reinventing" information during the first annual National Performance Review symposium at the Defense Logistics Agency in Alexandria, VA.

The event focused on cutting red tape, putting customers first, empowering employees, and getting back to basics.



Members of the Airway Facilities organization participated in a panel discussion on "culture change," and talked about their own success, stress-

ing the organization's theme of "To meet our future we prepare for change, creating our future by managing change and building tools for change."

The subject of culture change was also addressed during the recent Transportation Transformation Day, sponsored by the DOT. Addressing improved customer service, Associate Administrator for Airway Facilities Archie Archilla said, "we have to give back to our employees by creating new systems and approaches that build a new culture with the understanding that these new systems will facilitate the transition for the realignment of field and Headquarters organizations."

Airway Facilities will host the next National Performance Review Training symposium in Headquarters on September 28. Headquarters and regional FAAers interested in making a presentation, assisting on the planning committee, or wanting information on culture change, should call Linda Zamer, (202) 267-3989.



Participants in the certified professional secretary program.



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Sue Silverman Award

Archie Archilla Honored for Helping Women Achieve Career Goals

Associate Administrator for Airway Facilities Archie Archilla was honored with the fourth annual Sue Silverman Award at the recent "Salute to Managers" luncheon.

The accolade, given by the FAA's Federal Women's Program Committee, recognizes a Headquarters manager for making notable efforts to promote career advancement for women in the FAA.

Archilla was singled out for his dedication, commitment, and involvement in the promotion and career advancement of agency women. He was also recognized for actively promoting cultural diversity throughout the agency, and for his support of the Federal Workforce Restructuring Act to avoid reductions-in-force for lower graded employees.

Upon accepting the award, Archilla said he was honored

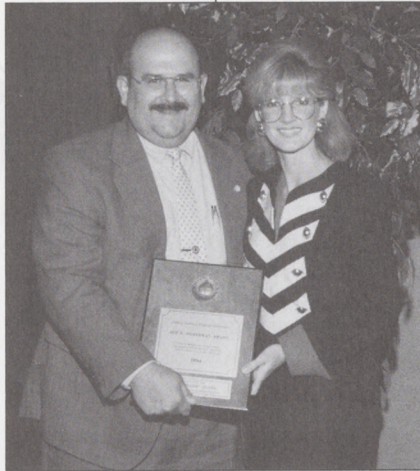
to be the award recipient, and pledged to support, promote, and assist women in his organization for the remainder of his career.

Last year, John Ogden, manager of the Training and Career Development Branch, was honored with the award for his commitment to equal opportunity through affirmative action programs and his support of Federal Women's Program Committee activities.

The award is in memory of the late Sue Silverman, who became an agency division manager at 28, making her the youngest person in the FAA to have reached that position.

The ceremony, held in Arlington, VA, was attended by Silverman's parents and sister.

Managers recognized at the luncheon by the Federal Women's Program Committee for their past and continued support of program activities were:



FAA Deputy Administrator Linda Hall Daschle presents Associate Administrator for Airway Facilities Archie Archilla with the Sue Silverman award.

Patrick Cariseo

*Media Communications Branch Manager
APA-310*

Murry Camp

*Real Property Branch Manager
ASU-5B*

Don Hansen

*Travel and Relocation Systems
Division Manager
AAA-300*

Tooren Jeurgen

*Budget and Finance Branch Manager
API-18*

Gwen Jones

*National Diversity Staff Manager
AHD-4*

Dennis Kolb

*En Route Radar Division Manager
ANR-800*

Gerald Lavey

*Program Management Division Manager
APA-3*

Charles Reavis

*Air Traffic Planning Staff Manager
ATM-700*

Fitzhugh Stephens

*Acting Manager for Plans and Programs
ATM-630*

Tina Stephens

*Headquarters Civil Rights Officer
ACR-6*

Corporation Q & A's

As part of the continuing effort to keep employees informed on the new ATS Corporation proposal, the Headquarters *Intercom* is publishing two employee questions, accompanied by responses, in each issue.

Interested employees can submit written questions to Briar S. Haggett, APA-340. She can also be reached on cc:Mail.

Here's what agency employees want to know most.

Will union contracts have to be renegotiated with the corporation? What happens in the interim?

The corporation will recognize all labor agreements in effect on the effective date of the Act establishing the corporation. Such labor agreements would remain in effect for a defined period from the effective date of the Act, unless the agreements provide for a shorter duration or the corporation and the exclusive representative agree otherwise. The corporation will establish its own bargaining agreements with recognized exclusive bargaining representatives of the corporation's employees, consistent with the corporation's charter.

If an affected FAA employee temporarily separates from federal service prior to corporatization—for an overseas assignment or military duty—what, if any, would their re-

turn rights be to the FAA or the corporation?

Although not yet completed, the proposed legislation for the corporation provides that those employees (as defined in section 2105 of title 5, United States Code) who transfer to the corporation other than as an FAA employee, and without a break in service, are entitled to retain certain rights and benefits. Traditionally, assignments to ICAO or the military are not considered breaks in service and employees identified for transfer should retain such benefits. It is emphasized, however, that the USATS proposal has not been passed, nor has legislation been introduced in Congress.

Jobs Well Done

Daschle Speaks at 'Salute to Managers' Luncheon

FAA Deputy Administrator Linda Hall Daschle saluted a group of men and women who are no longer just "talking the talk." And, she said, we need others at the agency to join these people in making a difference through their "commitment to equal employment opportunity and their promotion of diversity."

At the recent "Salute to Managers" luncheon, sponsored by the Federal Women's Program Committee, Daschle congratulated winners of the committee's awards for their support of a diverse work force.

"I believe that when somebody does something good, you should say 'well done,' and you should say 'thank you,'" Daschle said.

Those awarded, said Daschle, were managers who "walk the walk," not just "talk the talk," and who "represented the best of the FAA."

For the FAA to become more successful in doing what it does, we

"need to better understand our national and international clients," Daschle noted. "The greater our understanding of the diverse cultures, traditions, and languages of our customers," she said, "the greater will be our ability to respond quickly and effectively to their needs."

Daschle also talked about how diversity is vital to the FAA in "solving the kinds of complex problems that the agency addresses every day," problems which "demand that our work force include the broadest possible pool of skills and talent."

"It is not enough anymore just to study the problem and to make more recommendations about how to improve opportunity in the workplace," she said. "What we need today, and tomorrow, is action," Daschle told the group. "We must put into place and support the goals of equality and opportunity that just about everybody believes are important," she said.

Retirement Information

The retirement estimate telephone system—800-888-4412—now covers all FAAers, including those under the Federal Employees Retirement System (FERS).

Any employee can call the system and get a retirement estimate projected to the year 2030, as long as the projected federal service does not exceed 42 years.

The system also computes severance pay for employees who have been separated from the FAA as a result of job termination.

Employees can request up to a total of five retirement or severance pay estimates.

Health Care Reform

A Look at the President's Plan for Change

As FAA employees we can tap into a good system of health care to protect ourselves and our families, so why should we support health care reform?

Experts agree that America already has the world's finest health care, doctors, nurses, and hospitals. But today, many also say, that everything that's wrong with our health care system threatens everything that's right. Millions fear they'll lose their coverage; costs are spiraling out of control; the system forces doctors and nurses to spend too much time filling out forms, leaving less time for their patients; and Americans are slowly losing the right to choose our own doctors.

The President's vision for reform proposes to build on the current system of private insurance with two critical changes: first, its guarantee of comprehensive health benefits that can never be taken away; and second, greater consumer power for people and small businesses to choose quality health insurance at lower cost.

If you're employed, you'll choose your health plan and your employer will make a contribution to help pay. If you're unemployed or self-employed, you'll sign up by mail or telephone. Every American citizen and legal resident will receive a health security card that will protect you from ever losing your coverage. Benefits will be as

comprehensive as those most Fortune 500 companies offer: doctor and hospital care, prescription drugs, and preventive care, including prenatal care, immunizations, and disease screening for adults. There will be no lifetime limits on benefits.

Every American will have a choice of health plans, and plans will enroll everyone who applies, regardless of age, occupation, or medical history. Medicare, with new coverage of prescription drugs, will be preserved, and options for home and community-based long-term care will be expanded.

And it will be easy to get care. Once you've picked a plan, if you need to go to the doctor for a check-up or if you get sick, you'll simply take your card and show it at the doctor's office. Afterwards, you'll fill out one standard form, and you're done.

Although the vast majority of funding for the plan will come from building on our current system and asking all employers and employees to take responsibility for paying for health coverage, some additional money will be needed. To close the gap, the Health Security Act includes a cigarette tax and corporate assessment, and savings from slowing the growth of the cost of federal health care programs.

Costs to you each month are estimated at \$73 for a two-parent family with children; \$64 for a single-parent family with children; \$64 for a married couple with no children; and \$32 for a single person.

For more details on health care reform, call the Government Printing Office on (202) 783-3238 and order:

✦ *Health Security: The President's Report To America* (136 pages), stock number 040-000-006-338, \$5.

✦ *Health Security: The President's Health Care Plan* (pamphlet), stock number 040-000-006-311, \$1.



Healthbeat

New Hours. The Headquarters health clinic, room 327, will be open daily from 7:30 a.m. until 5 p.m., closing for lunch from 12 noon to 1 p.m. If an emergency occurs, the lunch hour may vary.

In case of an emergency when the clinic is not covered, employees can dial 9-911.

The Office of Aviation Medicine



regrets the need to temporarily limit service hours. The reduction in staffing has mandated these changes. The Office appreciates the understanding of all employees.

Allergy Injections. Allergy injections will be given in the clinic, room 327, on *Tuesdays and Thursdays* from 8:30 to 11 a.m., and 2 to 4 p.m.

Routine Screenings. Routine blood pressure screenings are taken on *Wednesdays* from 8:30 to 11 a.m., and from 2 to 4 p.m. If a screening is needed for an employee's private physician, special arrangements can be made.

TSP open season will continue at the FAA until July 31



Telecommuting to Work

A New Idea at FAA Headquarters

Telecommuting—working from a designated workstation physically removed from an employee's office—recently began for 28 eligible Headquarters FAAers.

In a recent policy statement by DOT Secretary Federico Peña, telecommuting was touted as “an idea whose time has come.” According to Peña, “the federal government, and the DOT in particu-

lar, should use its leadership role in developing workplace alternatives, and take advantage of telecommuting and its many positive implications.”

Under this program, employees work at a site away from the office for a portion of the work week. They may telecommute from home, or from another work site, such as a telework center, which can help ease traffic congestion, decrease air pollution, and reduce highway costs.

The program also has advantages that can help the entire DOT—telecommuting can be an effective tool for increasing productivity, improving employee morale, competing

for and retaining top employees, and reducing overall costs.

Currently, the agency has employees working from centers located in St. Charles, MD; Fredericksburg, VA; Hagerstown, MD; and Winchester, VA, from one to three days a week.

Participating employees and their supervisors received briefings from the Office of the Assistant Administrator for Human Resource Management, as well as a guidebook called “Reclaiming your Rush Hour,” which addresses employee concerns about the program. They were required to sign agreements, outlining the telecommuting process.

For more information on telecommuting, contact Nancy Hurmence, 267-3903, after June 30.

Mirroring the Population

Daschle Addresses the National Diversity Training Workshop

“The concept of diversity is one of the greatest issues and challenges of our time,” according to FAA Deputy Administrator Linda Hall Daschle.

At the recent National Diversity Training Workshop in Washington, DC—sponsored by the Office of Human Resource Development, National Diversity Team—Daschle said that diversity is emphasized at the FAA because the agency is a “very influential actor in the nation's economic life and its clients are a diverse group. Our activities directly affect the safety and economic well being of millions of women and men, girls and boys, in

every corner of the United States and around the world.”

Daschle noted that if the agency is

of developing a work force that adequately mirrors the agency's client base. “When people bring different experiences and viewpoints to the table, there is greater creativity in problem solving, and new doors are opened for examining tasks,” she said.

She stated that “we must view diversity as a long-term change process that permeates the organization at every level, in every activity.”

to respond quickly and efficiently to the changing market, and adequately respond to customer demands, “we must be sensitive, we must be intelligent, and we must be creative.”

Daschle stressed the importance

We must ensure, she said, that plans for resources are in place to guarantee that the agency's short- and long-term goals to have a more diverse workplace and work force are achieved.

“The concept of diversity is one of the greatest issues and challenges of our time.”

Linda Hall Daschle
FAA Deputy Administrator



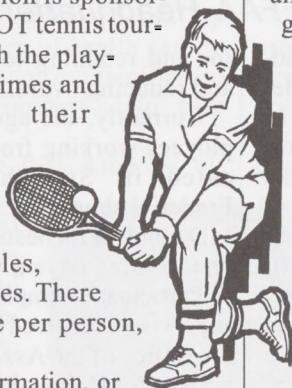
Flightplan

Tennis Anyone? The DOT Recreation Association is sponsoring the annual DOT tennis tournament, in which the players arrange the times and locations of their matches.

The categories are men's and women's singles and doubles, and mixed doubles. There is a \$2 entry fee per person, per event.

For more information, or to register for the tournament, contact Nancy Watson, 267-9700. The registration deadline is *Friday, July 1*.

Aerospace Education. The Aerospace Career Education Academy—in conjunction with the Civil Air Patrol, Aerospace Career Education

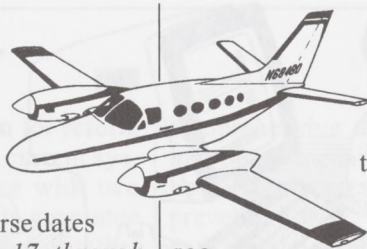


Service, Naval Sea Cadet Corps, and the FAA—is sponsoring an educational program to teach aviation-related technical skills to young people. Course dates are *Sunday, July 17 through Friday, July 29*, and *Sunday, July 31 through Friday, August 12*, at Fort Meade, MD.

Special instruction will be provided in fields that include aviation ground school, communications/electronics, FAA ground instructor ratings, instrument ground school, and flight training.

For a fee of \$160, students will receive two weeks of intensive course and field work in the chosen study area. The fee includes housing, meals, and educational materials.

Students will have the opportunity



reg-

Robert Colby, (703) 549-7722.

to take FAA written examinations, or the Federal Communication Commission technician exam.

For more information, or to register, contact

Software Engineering. The Software Engineering Specialty Group, ASE-600, is sponsoring its third quarterly Software Engineering Forum on *Thursday, July 7*, from 9 a.m. to 12 noon, in the FAA auditorium.

Emmett Paige, Assistant Secretary of Defense for Command, Control, Communications, and Intelligence, will speak on Ada—a software engineering language—and software reuse.

For more information or reservations, contact Shirley Ginwright, ASE-600, 287-2643.

Wide-Area Augmentation System *from page 1*

Because the GPS program when fully enhanced will provide a variety of benefits to all NAS users, the FAA had DOT support to ac-

celerate the WAAS acquisition program by devoting increased staff and contractor resources to this priority program. In only five months since

Hinson declared GPS available for civil use, the FAA completed everything from the technical specifications to the formal approvals—a process that normally takes 15 to 18 months. The Administration has proposed that the FAA become a government corporation so it will have such flexibility to reallocate resources in response to customer requirements.

The request for proposals is for an initial six-year contract. The initial WAAS, anticipated to consist of 24 ground reference stations, plus ground and satellite communications systems is scheduled for delivery by mid-1997. The request emphasizes technical merit and contains incentive options based upon contractor performance.

The wide-area augmentation system will mean that, in most instances, airports and localities will not need to purchase their own locally-based stations to provide augmentation signals.

