



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

Headquarters Intercom

Safety Strides

FAA Outlines Agency Actions for Commuters During NTSB Forum

Top agency officials recently emphasized the tremendous strides the FAA has made in enhancing commuter airline safety during a recent, two-day National Transportation Safety Board open forum in Atlanta, GA.

Earlier this year, the board launched a safety study on the commuter airline industry. It included a comprehensive representative sampling of operators on issues ranging from pilot training and qualification to maintenance and inspection programs. Data collected was used to set the stage for the Atlanta forum.

Government and industry officials participated in panels, discussing commuter safety issues such as scheduling and dispatching; flightcrew training and qualifications; maintenance and inspection; cabin safety; aircraft certification and design; management oversight and safety programs; and FAA surveillance and oversight.

Since 1978, there has been a steady decline in the number of accidents involving commuter aircraft. Agency officials pointed out that the FAA has recently:

→ Testified before Congress that it is moving quickly to increase commuter pilot training requirements to meet the standards of large jet carriers, including crew resource management. Proposals for improved commuter pilot training, which are a high priority for both Part 121 and 135 air carriers, are being developed on an accelerated schedule.

→ Required, effective October 1991, a cockpit voice recorder for

turbine-powered aircraft with six or more seats and a two pilot crew requirement, and a flight data recorder for aircraft with 10 or more seats.

→ Required, effective April 20,

stricter deicing standards that went into effect in late 1992 for larger jet aircraft.

Agency officials said the FAA is also considering changes to commuter



Tony Honeywood

Since 1978, there has been a steady decline in the number of accidents involving commuter aircraft.

that turbine-powered aircraft with 10 or more seats be equipped with ground proximity warning systems—devices that alert pilots when the aircraft is too close to the ground.

→ Required, effective at the end of 1993, installation of TCAS II (a traffic collision avoidance system) on all aircraft with more than 30 passenger seats. Beginning next year, the FAA expects to phase in a requirement that TCAS I be installed on all turbine-powered aircraft with 10 to 30 passenger seats.

→ Put in effect, as of January 1994, new ground deicing regulations for commuter and air taxi aircraft. These regulations are similar to the

flight and duty time regulations. In addition, it is reviewing its national and geographic inspection programs.

Highlights

Flying Smart. The FAA's Office of Aviation Safety is involved in a nationwide educational program to increase passenger awareness of the safety of air travel, and especially of the passenger's role in the safety system.

As an initial step, *Fly Smart*, an airline passenger safety IQ test, has been distributed to all Headquarters

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Highlights *from page 1*

FAAers and DOT employees in the various modes. It is designed to measure the safety knowledge of a broad range of people who travel on commercial airlines. The test will provide the agency with valuable information about what to emphasize in passenger education programs.

DOT employees and family members are the first group targeted for wide-scale participation.

Completed tests should be returned by July 15.

Outstanding Effort. FAAer Bill Gjika—an Airway Facilities Division Professional Airways Systems Specialists representative—recently aided an Albanian youth who had lost much of his vision.

In February, Gjika received an urgent phone call from his cousin Aleksander in Albania, whose son Jani had been hit in the face with a rock. Although he had lost most of the vision in his right eye, Albanian doctors were unable to provide the necessary surgery to restore the boy's eyesight. Aleksander and his family of four were subsisting on unemployment benefits of \$14 a month, and could not afford to get the proper help for Jani.



From left to right, FAAer Bill Gjika, his cousin Aleksander, and Aleksander's son Jani celebrate the restoration of Jani's sight.

Gjika paid for the two to fly to the United States, and upon contacting the Massachusetts Eye and Ear Infirmary, found that surgeons there would help the youth free of charge.

During successful corneal surgery, a new lens was implanted, and Jani's vision was returned to 20/20.

False Certification. Robert Skaggs of Henryville, IN, was recently sentenced to three-years probation, 100-hours of community service, and fined \$600 after pleading guilty to two counts of making false statements.

Skaggs, an employee of Skaggs Aero, also known as the Franklin Engine Club, overhauled aircraft engines and placed the required FAA "yellow tags" on them to show the repairs had been performed by an FAA-certified mechanic, when, in fact, they had not.

Prosecution of the case resulted from an extensive investigation conducted by the DOT's Office of Inspector General's Chicago Regional Office.

Olympic Update. For the 1996 Olympic Games in Atlanta, GA, the Atlanta Regional Commission, with FAA support, has hired consultants to study the aviation assets in the area and expected demand.

Issues that may need to be addressed include airspace restrictions, automating the assignment of landing and departure slots, placement of tem-

porary towers, and security requirements.

As many as 15,000 athletes and officials will be housed in the Olympic Village on the campus of Georgia Tech.

Glass Ceiling Study. The Office of the Assistant Administrator for Human Resource Management is sponsoring a "glass ceiling" study to identify current factors that affect promotion and career development opportunities for women and minorities in the FAA.

It will also provide an accurate portrayal of the current positions of women and minorities across agency management levels.

The term "glass ceiling" refers to an invisible barrier that blocks the advancement of women and minorities to the highest levels of management.

Program managers, along with randomly selected employees, will soon be asked to participate in group interviews on the subject of the glass ceiling. Their participation will help the agency achieve its goal of creating a more diverse work force at all organizational levels.

For more information, contact Hae Na, AHR-40, (202) 267-7498, or Cynthia Ferentinos, AHD-400, (202) 366-6968.

Airline Improvements. The nation's largest airlines improved their overall on-time and baggage handling records in April of this year, according to the DOT's monthly Air Travel Consumer report.

The nation's 10 largest airlines posted an 83 percent on-time arrival rate in April, up slightly from both March's 82.6 percent mark and the 82.9 percent rate recorded in April 1993.

The carriers had a mishandled baggage rate of 4.80 reports per 1,000 passengers in April, an improvement over both March's 5.39 and April 1993's 5.17.

The DOT received 582 complaints

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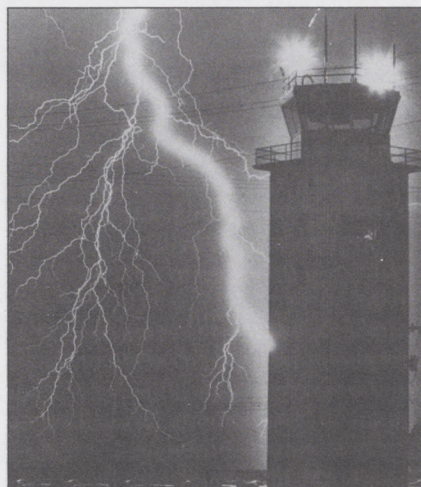
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about airline service in April, down from March's total of 624 but more than the 544 complaints recorded in April 1993.

Summer Safety Tips. The FAA's Office of Aviation Safety recently developed a weather information brochure that includes tips for pilots on how to make their flights safer and smoother by avoiding summer's often unpredictable storms.

"Aviation safety is the FAA's top priority, and we're constantly looking for new ways to get valuable information to pilots," said Charles Huettner, associate administrator for



To avoid being caught in a sudden summer thunderstorm, consider flying in the morning before afternoon heat triggers storms.

Aviation Safety. "This brochure is a part of the agency's strategic plan to increase pilot awareness and knowledge and make general aviation safer."

Some of the 18 tips in the brochure include:

- ➔ Consider flying in the morning before afternoon heat triggers storms.
- ➔ Summer haze can reduce flight visibilities to almost zero, even when ground visibility is three miles.
- ➔ Don't forget to take care of the most important part of the aircraft—the pilot. Bring some water along on trips to avoid dehydration.

For a free copy of the brochure, contact the FAA's Office of Safety Information and Promotion, (202) 276-7770.



FAA Deputy Administrator Linda Hall Daschle met with students from the 75th Elementary School in South Central Los Angeles during their recent visit to FAA Headquarters.

A Capital Trip

Western-Pacific Region's Adopt-a-School Kids Visit Washington

What are the requirements to become a pilot? Do you need math and science courses? A college degree? How much money do air traffic controllers make?

These and other questions were asked by 29 inquisitive students from the 75th Elementary School in South Central Los Angeles during a recent visit to FAA Headquarters. Part of Western-Pacific Region's Adopt-a-School Program, the students were on a school trip to the nation's capital.

Deputy Administrator Linda Hall Daschle responded to the youngsters' questions, posed for photographs, and gave them information on careers in aviation. "A big part of my job involves meeting new people, but when you meet such an enthusiastic and energetic group of kids, it makes my job more rewarding," Daschle said.

The youngsters, who also toured various FAA facilities, were treated to lunch by the National

Black Coalition of Federal Aviation Employees and the National Hispanic Coalition of Federal Aviation Employees. Individual FAAers volunteered to give them in-depth looks at the many kinds of jobs employees do.

Western-Pacific's Adopt-a-School Program began when 30 FAA employees decided to help bring peace to the Los Angeles community by providing more educational opportunities for school children in the area of the 1992 riots. Supported by Regional Administrator Carl Schellenberg, the group began to tutor students and arrange tours of airport towers in Hawthorne, Santa Monica, and Torrance, CA. Today, some employees spend their regular days off (RDOs) working in the classroom with the students and teachers.

The group also donated \$600 dollars towards the Washington trip.

Flightplan

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 fieldwork in the chosen study area. The fee includes housing, meals, and educational materials.

Students will have the opportunity to take FAA written examinations, or the Federal Communications Commission technician exam.

For more information or to register, contact Robert Colby, (703) 549-7722.

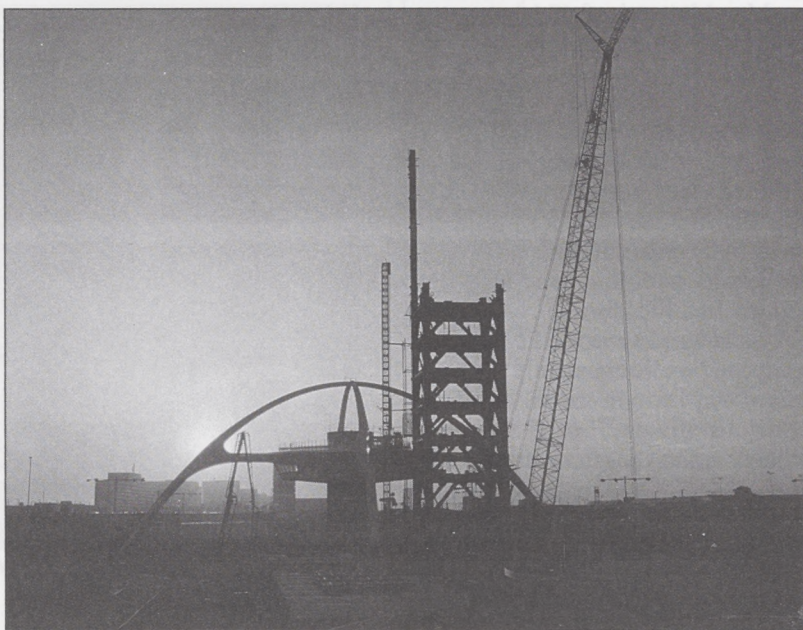
Software Engineering. The Software Engineering Specialty Group, ASE-600, is sponsoring its third quarterly Software Engineering Forum on *Thursday, July 7*, from 9 a.m. to 12 noon, in the FAA auditorium.

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.



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Changing Skyline

The Los Angeles skyline is forever changing. Here, the new Los Angeles Tower begins its 227-foot climb upward. The first in a series of 57-foot columns for the new facility was recently erected, but not before 3 million pounds of concrete were poured for the foundation. The structure—scheduled for completion in late 1995—will be unlike any other in the world. The new tower will be nearly three times roomier and 115 feet taller than the existing tower. The 29,000-square-foot base building will house administrative offices and state-of-the-art computers, recorders, transmitters, receivers, and other sophisticated electronic equipment. Operating with over twice the existing floor space of the existing tower cab—850 versus 300 square feet—the facility will provide air traffic services to nearly 680,000 aircraft takeoffs and landings annually.

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.

Lyons has been hospitalized since November, and is currently in the National Rehabilitation Hospital undergoing physical therapy. Her recovery time will be considerable due to serious medical complications.

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

D-Day Vets. FAAers Jack Miller and Walter Meyer were recently recognized by Assistant Administrator for Civil Aviation Security Cathal

Flynn for their service during World War II.

Miller, assistant manager for the North Florida Civil Aviation Security Field Office, received a Purple Heart for wounds he suffered at Normandy while with the 101st Airborne Division.

He has been with Civil Aviation Security since 1971.

Meyer, federal security manager for JFK International Airport, New York, was a Beachmaster in a landing craft at Utah Beach, helping move men and equipment across five vital beach areas. He later participated in the landings in the South of France.

Meyer joined Civil Aviation Security in 1977.



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Standards for Flight Safety

FAA Deputy Administrator Linda Hall Daschle recently visited the Reno, NV, Flight Standards District Office while in town for the Regional Airline Association Convention. During a routine ramp inspection, Daschle discussed all facets of the procedure with Western-Pacific Region's Don Newport, principal avionics inspector. In addition to the main landing gear on a Reno Air DC-9-83, Daschle inspected the aircraft's flight deck, passenger compartment, and exterior. Daschle also met with many Reno-area FAAers concerning the U.S. Air Traffic Services Corporation proposal and Flight Standards safety systems and plans.

Highlights

High-Level Lunch. FAA Administrator David Hinson and Deputy Administrator Linda Hall Daschle are inviting employees to join them for lunch. For more information, turn to page 4.

Runway Extension. The DOT recently awarded \$2.5 million to extend

the safety overrun portion of the main runway at New York's LaGuardia Airport. This award will be followed by another installment of \$5.5 million upon final passage by Congress of the multiyear airport improvement legislation.

The project will extend the safety overrun used by pilots who land "long," from 60 feet to 520 feet. It is part of a \$23.3 million request for
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A Shared Future Partnership 21 to 'Harmonize' Aviation in the Western Hemisphere

The Partnership 21 Conference held June 12 to 17 in Norman, Oklahoma, marked the formal start of a cooperative effort to harmonize aviation within the Western Hemisphere. Taking place in an economic atmosphere characterized by the North American Free Trade Agreement, the conference was designed to bring down barriers that prevent the aviation community from achieving the safest, most efficient international aviation system for the 21st century.

The meeting was the first time that senior aviation leaders of Western Hemisphere nations had gathered for discussions of what aviation in the Americas will look like in the next century. It also provided a framework for developing new, long-term cooperative arrangements to assure worldwide safety for air traffic.

"We can no longer think strictly in terms of our own nation's requirements," said FAA Administrator David Hinson. "We must think in terms of regional, even worldwide coordination," he added.

Conference participant Narciso Pieters, who directs Aruba's aviation system, compared today's civil air traffic environment to "a chain across the world. It's only as strong as its weakest link," he remarked.

Current forecasts for the aviation growth of the area into the year 2005 are projected at 7.9 percent per year—two percent higher than either the
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Highlights *from page 1*

federal funds by the Port Authority of New York and New Jersey to increase the margin of safety at the airport.

"Our number one priority is the safety of the American traveler," said DOT Secretary Federico Peña. "This project increases the margin of safety at the LaGuardia runway considerably."

Construction, which begins this month, will take place at an overall cost of \$31.2 million. The overrun will be built on a landfill constructed off the runway into Flushing Bay.

Safety overruns, which are located at the end of a runway, are not generally used for takeoffs or landings.

Sign of the Times.

FAAer Hal Buie, an employee of the Human Resource Management Division in the Southwest Region, recently became the first hearing-impaired Equal Employment Opportunity counselor in the agency's history.

For the whole story, see the July issue of *DOT Today*.

Second Delivery. The new, high-tech voice switching and control system—VSCS for short—was recently delivered to the Northwest Mountain Region's Salt Lake City Air Route Traffic Control Center in Utah.

This is the second agency facility to receive the new system—Seattle Center accepted delivery earlier this year.

VSCS will provide complete and flexible digital air-to-ground and ground-to-ground voice communication links between controllers and enroute aircraft. It will replace older 1950s technology, consisting of electro-mechanical and vacuum tube voice switches.

The new system is expected to be

operational in the Utah facility in the spring of 1995.

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.

Speech Communications. The Office of Aviation Medicine's Civil Aeromedical Institute recently par-



Cosponsors of the communications workshop from left, Dr. Barbara Kanki of the National Aeronautics and Space Administration, and Dr. Veronica Prinzo-Roberts of the Civil Aeromedical Institute.

ticipated with scientists from academia and government agencies in a workshop on "Methods and Metrics in Voice Communications." The two-day workshop was held in San Antonio, TX.

The event brought together over 30 scientists who share an interest in language research to help improve the technical analysis of speech communications between pilots and controllers.

Discussions focused on the various tools, methods, and approaches used to analyze discourse and speech processes.

Sponsors of the event included the Civil Aeromedical Institute, National Aeronautics and Space Administration Ames, and the Brooks Air Force Base Armstrong Laboratories.

Name Change. After 25 years, the FAA's Accident Prevention Program

has been officially renamed the Aviation Safety Program, announced Flight Standards Director Thomas Accardi.

Choosing from suggestions by both Flight Standards employees and members of the General Aviation Action Plan Coalition, Accardi said the new name "helps reflect the recent integration of airworthiness into the program's efforts. Besides, he continued, if you have a safety program, you will prevent accidents."

Once aimed only at pilots, the program now includes airworthiness safety education, and is taking on air carrier and air taxi and commuter safety issues as well.

The 3,600 volunteers who support the agency's safety outreach and education efforts—formerly known as accident prevention counselors—will now be known as aviation safety counselors.

According to Roger Baker, national accident prevention program manager, "through the program's efforts in the past three decades, general aviation accidents are now less than 2,000 per year, and fatalities less than 1,000. We have learned how to prevent accidents and how to involve airmen in safety education."

Clinic Approved. The FAA recently granted approval to the Aircraft Owners and Pilots Association Air Safety Foundation to conduct its weekend flight instructor refresher course in a shorter, 16-hour program using new technology.

Certified flight instructors who revalidate their instructor certificates through the refresher training must do so every two years. In May of this year, the FAA revised its requirement of 24 hours of classroom training to follow the foundation's petition for change to a shorter program. The new course will concentrate more on real-world training needs.

The foundation, the world's largest privately funded general aviation safety organization, conducts more than 250 pilot safety seminars and instructor refresher clinics annually throughout the United States.

Benefits Brochure

Personal Statement Mailed to Employees

FAA employees enjoy several unique and valuable benefits programs.

To help FAAers and their families understand the agency's total benefits package and how they work together to provide a comprehensive program of financial protection, the FAA is again issuing the annual "Employee's Personal Statement of Benefits."

It goes to FAAers covered by the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS).

The 1994 statement, produced again in a convenient fold-out format, shows benefits that cover various events in an employee's life—illness, retirement, disability, etc. It is also valuable in planning for future financial security and in helping FAAers use and understand their benefits.

The statement will be mailed to employees on July 12. Allowing time for mail delivery, all employees for whom statements were produced should receive them by the end of July.

The information in the statement is calculated as of February 19, 1994, and will be mailed to employees' W-2 address of record for that date.

Employees who were not on FAA payroll records, or for whom complete payroll records were not available on February 19, will not receive a statement and one cannot be produced for 1994.

Eligible employees who have not received the statement by the end of July should contact their servicing human resource management division.

Human Resource Management divisions will collect names, addresses, and social security numbers through September 15 for use in producing replacements for statements lost in the mail.

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Photos by Mario Toscano

FAAers Join the 'Race for the Cure'

Despite the extreme heat, more than 400 FAAers—twice last year's number—participated in the recent Race for the Cure for Breast Cancer in downtown Washington, DC. Vice President and Mrs. Gore, who raced in the five-kilometer run, kicked off the event, while DOT Secretary and Mrs. Peña led the Department's race to increase public awareness of the high incidence of breast cancer. Employees participated in the five-kilometer run and walk, as well as the one-mile fun walk.

During the post-race celebration, employees enjoyed refreshments and had the opportunity to have their photos taken with Peña.

The DOT has traditionally been the organization with the highest rate of participation in the Race for the Cure.



Partnership from page 1

Atlantic or Pacific traffic. According to these projections, in eight years traffic in the area will double, putting severe stress on all systems.

"In fact," said Hinson, "the 21st century may prove to be the cen-

ture—not of Asia Pacific or a united Europe—but the century of the Americas."

With globalization and harmonization as the dominant trends now shaping the future of aviation, Hinson told conference participants that the FAA has a standing offer to provide tech-

nical training and support to any country interested in using the Global Positioning System for civil navigation. The agency continues to work closely with civil aviation authorities throughout the world on issues of airport security, certification of aircraft and foreign repair stations, environmental testing, and aircraft noise reduction. It also encourages the general adoption of maintenance Federal Aviation Regulations and a uniform approach to licensing, inspection, and certification.

The FAA and the University of Oklahoma presented Partnership 21 in conjunction with industry sponsors at no cost to participants from invited civil aviation authorities. United and American airlines provided round-trip transportation for the delegates, and there was a technology area displaying exhibits from the U.S. aviation industry and the FAA.

International participants also spent half a day at the Aeronautical Center.

Those who would like more information about the conference, or Partnership 21 itself, can contact Nancy Angelo, Office of International Aviation, at (202) 267-8186.



Participants in the recent Partnership 21 Conference included Joan Bauerlein, director of FAA's Office of International Aviation, and Jorge Rodriguez Glaria, Air Traffic Services, Uruguay.

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 third monthly brown bag luncheon is scheduled for Wednesday, July 20, 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 S. Haggett, APA-340.

The cut-off date for submissions is Tuesday, July 12. At that time, 15 names will be randomly selected, and employees will be notified of their lunch date with the Administrator and the deputy.



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 coordinators. For more information, contact Margo Inskeep, (202) 267-9227.



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A Diverse Group

Four Top Regional Positions Filled

In a move reflecting the changing face of the agency, FAA Administrator David Hinson announced the selection of four new regional administrators, filling vacan-



Carolyn Blum

cies created during the recent buyout.

Acting Executive Director for System Development Carolyn Blum will assume the number one post in Southern; New England Regional Administrator Arlene Feldman moves to Eastern. Jerry Franklin, currently acting administrator in Central, takes the top slot in Great Lakes, and Associate Administrator for NAS Development John Turner heads up Central.

"This diverse group adds a new dimension to the agency's management team," said Hinson. "Each of them brings unique quali-

ties and experiences, making them so well suited for their new positions."

Blum, who replaces Ted Beckloff, has been acting as executive director for



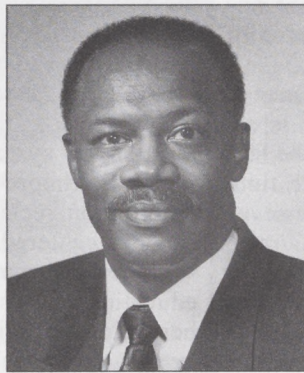
Arlene Feldman

System Development for almost five months. For two years prior, she served as the associate administrator for Contracting and Quality Assurance, where she oversaw the FAA's acquisition program with obligations averaging \$2.5 billion annually.

Blum is credited with leading the effort to design the acquisition system for the proposed Air Traffic Services corporation. She began in the senior executive service in 1987 when she accepted the position of deputy director in the Logistics Service.

"The notion of accepting

the status quo is dead," stated Blum. "The only change people resist, is change they are not given the opportunity to participate in. Once in Southern



Jerry Franklin

Region, I plan on continuing my practice of empowering employees."

Blum holds a bachelor of science degree in business administration from American University.

Feldman, who replaces Bill Handel, became the first female regional administrator in agency history when she assumed the position in New England in 1988. Previously, she was deputy regional administrator in Western-Pacific. She began her agency career as deputy director of the Technical Center, later progressing to acting director.

While serving as direc-

tor of New Jersey's Division of Aeronautics, a position Feldman held prior to joining the FAA, she spearheaded legislation that resulted in the state's Airport



John Turner

Safety Act of 1983 which provides aid to both publicly- and privately-owned airports.

"I am looking forward to the new challenges and opportunities that Eastern Region presents," said Feldman. "I plan on inviting community groups to take part in positive, constructive dialogue because I believe that's the first step to establishing effective partnerships."

An experienced pilot, Feldman holds a law degree from Philadelphia's Temple University.

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Highlights

A Balance. Who will benefit and how much? Who will pay and how much?

At its first Regulatory Benefit-Cost Conference, the agency attempted to answer those basic questions and take initial steps toward developing a clear, rigorous procedure that will clarify the implications of its rulemaking decisions.

"We've been told by many in the industry that the FAA must do a better job of assessing the cost implications of our rulemaking," FAA Administrator David Hinson said. "A comprehensive approach to benefit-cost analysis will give us the right questions to ask and the right answers to expect if government is to be held constantly to account."

"Finding an acceptable balance is what government regulation is all about," Hinson noted. "And the fact that this balance shifts over time means that regulatory reform is never finished," he said.

This is a time that requires us to develop a new consensus, one for our time and place, Hinson related. At this point of economic and social

change, we now need to rebalance the relative costs and benefits of our regulations, he said.

National Service Projects. The DOT recently announced that President Clinton chose three of the Department's national service projects to be funded by the Corporation for National and Community Service.

The projects are located in Washington, DC, Baltimore, MD, and Vancouver, WA. The grants total \$663,705, and include educational awards for 58 young people.

The Washington, DC Service Corps will employ 20 young people in the Transit Ambassador program to address the independent living needs of the elderly, people living with AIDS, and persons with disabilities by escorting them to and from their appointments at medical clinics, hospitals, etc. using the D.C. metro bus and subway system.

The Baltimore project includes rehabilitation, reclamation, and beautification centered in the Sandtown-Winchester community and will fund education awards for 18 corps members. Members will repair sidewalks, construct wheelchair access ramps, and plant trees and vegetation in city street medians.

In Vancouver, 20 youngsters will be involved in rehabilitating, reclaiming, and beautifying transportation-related facilities along the I-5 corridor.

The program is aimed at providing participants with marketable skills, assistance in advancing their educational and career goals, and experience in the workplace.

Aviation Competition. The FAA and the National Aeronautics and Space Administration (NASA) recently announced a joint sponsorship of a general aviation design competition for students at U.S. aeronautical and engineering universities.

The contest will challenge teams of undergraduate and graduate students—working with faculty advi-

sors—to develop a multi-disciplinary design for a general aviation aircraft.

Complete competition guidelines will be available by mid-July. Designs must be submitted by May 1, 1995. Up to four cash awards totaling \$11,000 will be announced at an awards ceremony in July 1995 at the annual Experimental Aircraft Association Fly-In Convention and Sport Aviation Exhibition in Oshkosh, WI.

Technologies to be addressed in the competitive designs will include integrated cockpit systems, propulsion, integrated design and manufacturing and aerodynamics. For purposes of the competition, general aviation aircraft are defined as fixed-wing, single-engine, single-pilot, propeller-driven aircraft.

All designs submitted in accordance with competition guidelines will be reviewed by a panel of representatives from NASA, FAA, and industry.

Interested faculty and students may request guidelines from the Virginia Space Grant Consortium, 2713-D Magruder Blvd., Hampton, VA 23666, or by faxing a request to (804) 865-7965.

Top Jobs *from page 1*

Franklin, serving as Central's deputy administrator since 1991, replaces Ed Phillips. He has been acting regional administrator in that region for three months.

Franklin held a variety of positions in Central, including federal air marshal, equal employment opportunity officer, and special assistant to the regional director, before accepting a Washington Headquarters position in the Office of Management Systems in 1987. He then moved on to Airway Facilities, where he held positions of increasing responsibility before returning to Central to assume the number two post.

"I have always sought to leave things a little better than I found them," said Franklin. "I'd like to think I have stayed true to this conviction while in the Central Region, and now look anxiously at continuing in this vein in

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the Great Lakes Region.”

Franklin holds masters degrees in business administration, management, and human relations from Kansas City’s Webster University.

Turner, who replaces Jim Haight, has been serving in his current position since 1990, where he is responsible for the FAA’s technical acquisitions. Other Headquarters positions held include associate administrator for Advanced Design and Management Control, and director of the Systems Engineering Service. Prior to the FAA, he served as DOT’s director of the Office of Computers and Telecommunications.

Turner began his FAA career in Oklahoma City, where he held several supervisory and technical positions within FAA’s data services organizations.

“This diverse group adds a new dimension to the agency’s management team. Each of them brings unique qualities and experiences, making them so well suited for their new positions.”

David Hinson
FAA Administrator

“I take with me to Central Region, many years of experience in both Headquarters and DOT,” said Turner. “I plan on putting this knowledge to good use in the field.”

He holds a masters degree in business administration from Oklahoma City University.

“When the vacancies occurred, my goal was to have a top-notch team in place as quickly as possible,” said Executive Director for System Operations Monte Belger. “Thanks to the efforts of the selection team, we accomplished that goal.”

Saving Lives

FAA Approves First GPS Approach for Helicopters

The FAA has approved the world’s first Global Positioning System (GPS) helicopter non-precision approach for use by Erlanger Medical Center Life Force Helicopter, Chattanooga, TN.

Because of GPS, the center now has the capability to transport criti-



Acting Executive Director for System Development Carolyn Blum presents Erlanger Medical Center Interim CEO Irvin Overton with a plaque commemorating the Center’s use of the world’s first Global Positioning System helicopter non-precision approach procedure.

cally ill or injured patients quicker, and in weather conditions not previously conducive to helicopter operations. It is the first of four civilian helicopter operators to complete a test flight program conducted jointly with the FAA.

During a recent ceremony held at Erlanger marking the event, Acting Executive Director for System Development Carolyn Blum, who was representing the FAA Administrator, said, “This marks a significant milestone in the rotorcraft industry in general, and specifically, in helicopter emergency medical services throughout the country.”

The procedure will enable Erlanger’s emergency medical helicopter service to land in very low visibility conditions, resulting in the quicker transport of patients.

“Saving minutes means saving lives,” said Blum. “Satellite approaches will enable emergency medi-

cal helicopters to fly from point-to-point more quickly, efficiently, and safely.”

The flight test program takes into account the helicopters’ unique operating characteristics and is being conducted in “real world” conditions. It demonstrates and establishes helicopter navigation capabilities using GPS at low altitudes and in low visibility conditions. The aircraft are equipped with GPS receivers and data-gathering equipment.

All test flights are conducted under visual flight rules—i.e., high visibility conditions—with only an FAA observer, project pilot, and data technician on board. During the tests, pilots wear vision limiting devices that simulate actual instrument flight rules, which are used in poor weather conditions.

GPS technology promises to revolutionize the rotorcraft industry by providing instrument flight rule heliport-to-heliport capabilities, which is already available to fixed-wing aircraft. This will enable pilots to fly more direct routes while providing accurate guidance approach paths to airport runways and heliports.

In addition to Erlanger, operators participating in the “test bed” include the University of Wisconsin Hospital and Clinics, Madison, WI, and Corporate Jets, Inc.; the Mayo Clinic, Rochester, MN, and OmniFlight Helicopters, Inc.; and Petroleum Helicopters, Inc. (PHI), Lafayette, LA. Operators will begin testing within the next few months.

Erlanger Medical Center, Mayo Clinic, and the University of Wisconsin Hospital and Clinics, are emergency medical service operations, while PHI is participating in its capacity as an offshore operator.

The project is being conducted under the direction of FAA’s Vertical Flight Program Office in Headquarters, and the Office of Aviation System Standards, Oklahoma City, OK.

In for the Long Haul

Future of American Aviation Is Corporatization, Says Daschle

Speaking before the National Air Transportation Association, FAA Deputy Administrator Linda Hall Daschle detailed expectations concerning FAA's proposal to corporatize air traffic services. As a group, the association has not declared its support for the proposal.

According to Daschle, areas of weakness under the current organization include aging equipment, quick turnover of top executives, a need for heavy-duty financing, reduction in red tape, empowerment of employees,

and adoption of management, procurement, and personnel systems that make sense for the future. "These issues will receive the attention they need under a corporate scheme," she said.

"The FAA needs long-haul piloting, but it's been getting short-hop management," Daschle said. "Our future ability to deliver first-class service is compromised by out-of-date government regulations, aging equipment, and inefficient personnel policies," she added. "We cannot do

tomorrow's job with yesterday's equipment and procedures."

Even much of the turmoil that has plagued the Advanced Automation System may have been prevented if there had been continuous oversight at the highest level. "It takes time to develop long-term strategies and carry them through to completion," Daschle noted, and "better continuity will come through corporatization."

An FAA corporation would also provide the best vehicle for mobilizing finance and raising the billions it will take to modernize the nation's air traffic system, she stated.

Christmas in April

FAAers Repair Southeast Washington Home

More than 25 FAAers in the Human Resources Employee Participation Group (EPG) recently helped Christine Savoy—a former cafeteria worker in the FAA Headquarters building—spruce up her home in Southeast Washington, DC.

The non-profit program, called "Christmas in April," was founded in 1972 to organize volunteer groups to carry out home repairs for elderly, disadvantaged, and physically disabled homeowners in the community.

FAAer Barbara Sieger, Human Resource Management's EPG chairperson, spearheaded the effort, and recruited 39 volunteers to help with the repairs. The team worked one Saturday from 8:30 a.m. until 5:30 p.m.



"Christmas in April" participants in front of the home they helped restore.

The group—which included Assistant Administrator for Human Resource Management Herb McLure—washed and painted walls, restored and updated electricity, assisted in plumbing repairs, cleaned the gutters, repaired crumbling concrete steps, and replaced a rusty fence in front of the home.

"The FAA needs long-haul piloting, but it's been getting short-hop management."

Linda Hall Daschle
FAA Deputy Administrator

Noting that the proposal for a federal corporation to manage air traffic services is neither a new, nor a radical idea, Daschle pointed to the many studies over the years that have come up with similar recommendations. At present, corporatizing could be called an international trend, she said.

In the case of Great Britain, it goes even further. That country is proceeding to completely privatize its air traffic operations, Daschle said.

"Looking at present trends, there is a far greater chance for general aviation to be squeezed out of the current system as the skies get increasingly crowded, and our capacity dwindles," Daschle said. "Corporation and the capacity increases it allows will be good for all types of aviation."



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

Headquarters Intercom

Previewing Progress

*News Media Gets
Close-Up View of New
Denver Airport*

Late last month reporters and other members of the news media got a look at what the FAA had accomplished in building the new Denver airport with the city. They also got a close-up view of how air traffic control works in Denver while touring the new control tower and radar control facilities.

The day-long event began in the Jeppesen terminal building at new Denver, or DIA. There they were briefed by FAA team members responsible for working together to accomplish the many tasks necessary to get a new airport up and running. Topics related to security, environment, real estate, low visibility runway use planning, among others, said Tom Busker, FAA's airport project manager.

Later, Denver Air Traffic manag-



Members of the news media recently got a look at what the FAA had accomplished in building the new Denver airport with the city.



The new Denver International Air Traffic Control Tower.

ers explained how aircraft are handled in the area, emphasizing the changes that will result from the addition of a new airport. The day wound up with reporters and photographers getting a tour of agency facilities.

Denver Airport has been touted by DOT Secretary Federico Peña as a "state-of-the-art facility that will reduce delays, congestion, and noise, and provide passengers, flight crews, and aircraft with the most efficient airport in the world."

The new facility will replace Stapleton International, which currently ranks as the sixth busiest in the United States and the eighth busiest in the world in terms of passenger traffic.

Approximately 33 million passengers are expected to pass through Denver International during its first year of operation.

Air Traffic's Best Five Facilities Win National Honors

Five FAA air traffic facilities have won national honors for outstanding achievements in operational efficiency, communications, human relations, employee development, resource management, professionalism, and external relations.

The winners for the 1993 calendar year were narrowed down from nominations in five categories.

Turn to page 4 for a complete listing of the winning Air Traffic facilities and highlights of why they won national laurels.

turn to Air Traffic on page 4

Highlights

Level I's. The Contract Tower Program is a good one, a successful one, and one the FAA wants to expand, Linda Hall Daschle, FAA Deputy Administrator, told the American Association of Airport Executives at its June 27 meeting.

Since beginning in 1982, the program has grown to include 32 control towers. Recent studies have concluded that the most cost-effective way to provide services at Level I VFR towers is to contract for the ATC services, rather than use FAA air traffic controllers.

Congress recommended converting FAA's Level I VFR towers to contract towers and has identified nearly \$16 million for the first year program conversion requirements. The FAA is working with the National Air Traffic Controllers Association (NATCA) in a Quality Through Partnership effort on related employee issues.

The first 25 towers to be converted have already been identified, and a direct placement process for the relocation of affected employees has been negotiated with NATCA. In further cooperation with NATCA,

the FAA will place over 150 Level I controllers at other agency locations.

Currently, the agency is soliciting offers from prospective bidders, and plans to award national contracts before the end of fiscal year '94. The conversion of approximately 99 towers will then begin, with the contracts running through fiscal year '98.

The Contract Tower Program reduces FAA hiring requirements, as well as training and other associated costs, said Daschle. It also "creates nonfederal employment opportunities in the private sector and local governments and contributes to local economies."

Industry Challenge. The FAA recently challenged the aviation industry to demonstrate and build a system that can augment the Global Positioning System (GPS) sufficiently to land an airplane in extremely low visibility weather conditions.

In a phased program that may extend up to 18 months, Wilcox Electric of Kansas City, MO, and E-Systems Montek Division of Salt Lake City, UT, were awarded contracts last month to demonstrate the feasibility of using Differential GPS to perform Category III approaches and landings.

Differential GPS can measure and correct the natural and technical errors inherent in the basic GPS service provided for civil use by the Department of Defense. Correction of these errors is necessary for the precision approach and landing phase of flight.

The two contracts call for analytical studies, laboratory evaluations, development of demonstration differential reference systems and avionics. The system will be tested by accomplishing 100 approaches and landings using Differential GPS to provide flight guidance. The FAA

will evaluate the success of each technique and the feasibility of GPS based systems for this application.

Regional Visit. During a recent visit to Eastern Region, FAA Deputy Administrator Linda Hall Daschle talked about the Air Traffic Control Services Corporation proposal and fielded employee questions.

While in the New York area, she held "all hands" meetings at both the regional office and the New York Terminal Radar Approach Control facility. She explained the benefits of the proposal, and told employees that it would "help free us from the federal budget, personnel, and acquisition systems."

Daschle later met with members



FAA Deputy Administrator Linda Hall Daschle meets with members of Eastern Region's management team.

of the Regional Management Team to discuss current agency issues and organizational concerns. She also met with the regional National Air Traffic Control Association representative.

Daschle was then taken to Newark Airport by a U.S. Coast Guard helicopter, where she met with the chief executive officer of Continental Airlines. She concluded her trip with a visit to Newark Tower.

Saving \$\$\$. Motorola, Inc., of Scottsdale, AZ, will be manufacturing 5,000 portable UHF/VHF transceivers for the FAA, reports the Air/Ground Communications and Control Program Matrix Team on a job well done. Although early market surveys had estimated prices of up to \$25,000 per unit, each transceiver will cost

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the FAA only \$4,765 for the first year under a recently awarded five-year, \$25,962,124 contract. A four percent reduction per unit will kick in after year one.

The program's matrix team chipped away at the original estimates by taking advantage of an "off-the-shelf" design—the PET-2000, a transceiver with a 10-year warranty that has nothing on the inside for an FAA technician to repair. Also, tests of equipment capability before contract award minimized the agency's financial risk and boosted confidence in the transceivers.

Controllers will use the PET-2000 units to redirect air traffic around the terminal area during failure of the primary radio communications system or in the event of tower or TRACON catastrophes. The equipment is light, portable, and easy to operate so that traffic can be safely controlled from the tarmac.

Roundtable Discussion. Thirty-eight representatives of the major airlines, regional carriers, flight attendant unions, and aircraft manufacturers recently participated in a joint industry-government cabin safety roundtable sponsored by the FAA, and supported by the National Transportation Safety Board, the National Aeronautics and Space Administration, and Transport Canada.

The event was held to share recommendations and develop voluntary

Town Hall Meeting

Employee Dialogue Session with the Administrator Scheduled for July 29

Employees will have the opportunity to ask FAA Administrator David Hinson questions about the future of the agency at the next town hall meeting, scheduled for Friday, July 29, from 1 to 2 p.m.

During a live satellite broadcast from the Headquarters auditorium, the Administrator will first address employees on issues such as backfilling behind vacancies created by the recent buyout, the status of the proposed Air Traffic Services corporation, streamlining initiatives, agency technology, and the Airway Facilities realignment. Then, in addition to taking questions from the audience, FAAers in field facilities can call in on a special phone line.



approaches to reduce in-flight injuries caused by clear air turbulence, uncommanded slat deployment, and evasive actions taken as a result of Traffic Alert and Collision Avoidance System warnings.

Charlie Huettner, acting associate administrator for Aviation Safety, and Darlene Freeman, associate administrator for Aviation Standards, opened the two-day session.

Other FAA representatives included employees of Aviation Safety's Survivability Division, Aviation Standards Office of Accident Investigation, and the Civil Aeromedical Institute. They participated in workshops to exchange information on accident and incident data and existing safety and training programs.

Noise Research. The federal government will soon present its latest research on aircraft noise at a public forum in Atlanta, GA.

"We will present findings from about

100 research studies on aviation noise," said FAA Administrator David Hinson. "The forum is an excellent opportunity to get information to the public on this complex issue. We also expect valuable comments from other aviation noise experts and the general public attending the meeting."

The research presented at the meeting will include aviation noise reduction technology and the impact of noise on people, animals, and property. After each presentation, time will be allotted for audience questions.

This is the first nationwide session sponsored by the Federal Interagency Committee on Aviation Noise. The group, chaired by the FAA, includes the Army, Air Force, and the National Aeronautics and Space Administration. It was formed early last year to discuss public and private noise proposals, identify research areas, encourage noise research, and promote noise-abatement technology. The government plans to hold other similar forums in other parts of the country.



Office of Integrated Safety Analysis Director Barry Bermingham, third from left, discusses turbulence-related injury reduction with industry experts at the recent cabin safety roundtable meeting.



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Air Traffic Facilities of the Year



Boston Tower/Terminal Radar Approach Control management team from left: Charles Borgioli, assistant manager for training; Toni Dusseault, assistant manager for plans and procedures; John Butler, tower manager; and Barbara Smith, assistant tower manager.

These Air Traffic facilities won national honors for outstanding performance in the 1993 fiscal year.

Flight Service Station

Crestview FSS
Crestview, FL
Southern Region

Crestview FSS was recognized for its excellent internal and external communications, setting the highest standard of performance for its employees. The facility also received a rating of 99 on its full facility evaluation.

Automated Flight Service Station

San Angelo AFSS
San Angelo, TX
Southwest Region

San Angelo AFSS provided over 685,000 domestic and international services to pilots while maintaining a call-waiting time average of only 20 seconds. Facility employees also provided 13 flight assists to aircraft in distress.

The facility received a rating of 97 on its full facility evaluation.

Air Traffic Control Tower, Level I-III

Shreveport Tower
Shreveport, LA
Southwest Region

Shreveport Tower was ranked the highest in its category in its commitment to excellence, and received a

rating of 98 on its full facility evaluation.

The facility received the Office of Air Traffic System Effectiveness Service Award for operational and administrative excellence for their outstanding performance in the areas of quality control, training, and administration.

Air Traffic Control Tower, Level IV-V

Boston Tower
Boston, MA
New England Region

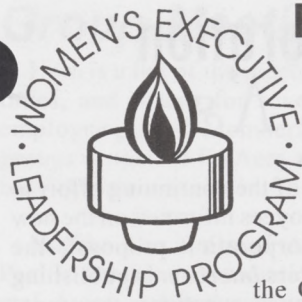
Although Boston Tower experienced a four percent increase in air traffic during the past year, it reduced non-weather delays by 13 percent from 1992.

The facility was also the first Level V terminal to receive a rating of 100 on its full facility evaluation.

Air Route Traffic Control Center

Miami ARTCC
Miami, FL
Southern Region

Miami ARTCC was recognized for its "pro-active" management of the control room, which helped them gain a rating of 96 on their full facility evaluation and contributed to the reduction of operational errors by 25 percent from 1992.



Preparing for the Future

Development Training on Tap for FAAers

Ten FAAers from across the country have been selected to participate in the agency's 1994 Women's Executive Leadership Program. They have been approved by the Office of Personnel Management and were chosen from candidates from the FAA's regions, centers, and Washington Headquarters.

The ten have already begun a year-long career devel-

opment program of supervisory and managerial training, which includes opportunities to prepare for future high-level positions.

The program includes a week-long orientation in Washington, DC, with sessions focusing on an individual needs assessment and putting together individual development plans.

Also part of the program is one 30-day and one 60-day assignment outside of the WEL participants' normal work areas, cluster group activities, a one-week "shadow" assignment, interviews with FAA executives, and graduation.

Women's Executive Leadership Program

Alice Clark
Contract Specialist
Western-Pacific Region

Jeffrey Denny
Senior Avionics Technician
Washington Headquarters

Annette Eldridge
Personnel Management Specialist
Washington Headquarters

Maria James
Program Analyst
Washington Headquarters

Sarah Kurt
Electronics Engineer
Western-Pacific Region

Aaron McDaniel
Computer Programmer Analyst
Washington Headquarters

Linda Nelson
Electronics Technician
Southern Region

Monica Nemecek
Aerospace Engineer
Northwest Mountain Region

Bonita Scott
Program Analyst
Washington Headquarters

Susan Trask
Aviation Safety Inspector, Airworthiness
New England Region

FAA Work and Family Life Program Honored



The FAA was among eight federal agencies recognized recently by Office of Personnel Management Director James King, right, and OPM's Work and Family Life Program Center Chief Jayne Seidman, second from left, during the "Caregivers at the Workplace: Fringe Benefits Today—Core Benefits Tomorrow" conference. Accepting the award for the FAA were Assistant Administrator for Human Resource Management Herb McLure, FAA Child Care Program Manager Ginny Bachman, center, and FAA Work and Family Life Program Manager Jan Armstrong. The agency was lauded for its commitment to the development and enhancement of programs that help employees balance work and family responsibilities, such as on-site child care services at seven field locations, alternate work schedules, part-time employment, and testing of flexi-place work arrangements. It was also noted that the FAA plans to open eight new child care centers at various air route traffic control centers within the next two years, and that the agency's Employee Assistance Program currently provides counseling services to nearly 10 percent of the work force—almost twice the government average.

Ready, Set, Go!

DOT and FAA Prepare for the 1996 Olympic Games in Atlanta

The DOT and the FAA are working hard to ensure the safe and efficient movement of aircraft while accommodating the aviation needs of its customers during the upcoming 1996 Olympic games in Atlanta, GA.

The DOT has dedicated over \$26 million in federal funds to cover expenses that will result from Olympics-related requirements. Approximately \$3 million has been allocated for projects to help accommodate the expected increase in general aviation. Nearly 2000 operations are expected at airports in the Southern Region during peak days.

Five temporary air traffic control towers will be installed at soon-to-be selected area airports. These towers

will provide a heightened level of service and safety at airports not currently equipped with control towers. A National Radio Communications System will be installed to provide two-way voice communications between essential facilities. More than \$23 million in airport improvement funds will be used for security improvements and the construction of a new international concourse at Hartsfield Atlanta International Airport. The concourse will be completed sometime in 1994. Airport improvement funds will also be used to improve the helicopter operating area at DeKalb-Peachtree Airport—a reliever for Hartsfield Atlanta International.

Servicewomen Sought

Memorial Honoring Military Women Established

Agency women with military service are being sought by the Women in Military Service for America Memorial Foundation, Inc.

The group is spearheading a project that will establish the country's first major national memorial to honor all women who have defended America throughout history. Authorized by Congress in 1986, the Women in Military Service Memorial will be built at the main gate to Arlington National Cemetery. It will honor the more than 1.8 million women who have served or are serving in the country's Armed Forces.

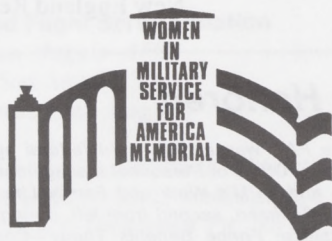
One of the key features of the memorial will be a computerized data base containing a record of

women who have served in the military from the American Revolution through Operation Desert Storm and beyond.

According to the Office of Personnel Management, almost 1,000 women veterans work throughout the DOT. The foundation is asking that each veteran—or friends or descendants of one—provide them with the woman's name, branch of service,

a photograph in uniform, if possible, and a short narrative of her most memorable military experiences. To date, approximately 100,000 women veterans have registered with the foundation.

Interested employees can call 1-800-222-2294 for information on entering a woman's name in the historic roll of honor.



Corporation Q & A's

As part of the continuing effort to keep employees informed on the new USATS 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.

How will private and commercial general aviation be assured of fair treatment when competing with "big money" customers—the airlines—for the services of the USATS corporation?

All members of the aviation community will have access to all air traffic control services provided by the corporation. No additional fees will be required for "low end" general aviation aircraft. Members of the corporation board of directors would be representative of all system users, including general aviation. There will be no proposals in the corporation study that would provide users incentives not to use any air traffic services.

How will the USATS corporation proposal affect the average consumer/passenger?

The proposal should result in a more efficient provision of air traffic control services in the U.S. and airspace controlled by the U.S.; a more rapid implementation of new technology that will improve service and decrease costs to system users; enhanced safety; and the promotion of U.S. leadership in global aviation. Consumers will have a greater range of air travel options that are safer and provided at lower cost with fewer delays.

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: *August 9*. Contact Al Kaulia, x78317.

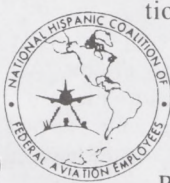
Black Coalition. The National Black Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon to 1 p.m., conference room 8ABC. Next meeting:

August 3. 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: *August 3*. 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: *August 11*. 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: *August 3*, room 812A. Contact Mark Rios, x79339, or John Elliot, x79438.



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: *August 11*. Contact Warren Davis, x79224.

NA-AN. The Native American-Alaskan Native Coalition meets the *second Tuesday* of each month from 1 to 2 p.m. Next meeting: *August 11*. Contact Rob Paul, x77045, or Roz Reed, x77322, for meeting location.

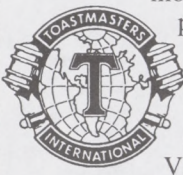
Quality Meetings. The FAA Head-

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

Single Parents. The Single-Parent Support Group meets the *first and third Thursday* of every month from 12 noon to 1 p.m., room 327. Next meetings: *August 4 and August 18*. Contact the Employee Assistance Program, x73945.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m. Next meetings: *August 2 and August 16*, 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. Next meeting: *August 9*. Contact Margaret Powell, x67037.



People

Leave Donations. Sarah Morey, a project manager for the Facilities Management Staff, and Sharon Fletcher, a program management analyst in Airway Facilities, are eligible recipients for the FAA's leave donor program.

Morey has been out of work on numerous occasions during the past

year due to a back injury. All of her leave is exhausted.

Fletcher was hospitalized in November for a heart problem and is currently experiencing medical difficulties.

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

**Thrift Savings Plan
open season will continue at
the FAA until July 31**

Happy Anniversary

Administrator's Hotline Approaches 10 Years of Operation

"Helping employees deal with concerns and complaints in a timely and efficient manner is as important today as it was when we started it 10 years ago," said FAA Administrator David Hinson of the Administrator's Hotline.

Since August 3, 1984, when the

Veney, the two full-time staffers assigned to the hotline, can usually provide a response within 14 calendar days. "We can also handle matters of extreme urgency more quickly," said Veney, "and we maintain confidentiality when the employee requests it."

Employees can use the hotline to discuss pay, travel, training, or administrative issues that they are unable to get resolved through other avenues. The hotline staff cannot, however, intervene if an employee has filed a grievance, discrimination complaint, or any other type of formal complaint.

The hotline staff

is available to employees Monday through Friday, from 8 a.m. until 4 p.m. E.S.T. The office is located in the FAA Headquarters building, room 1004A, and walk-ins are welcomed during business hours. Written correspondence can be sent to FAA Administrator's Hotline, AOA-20, 800 Independence Ave., SW, Washington, DC, 20591.



Hotline staffers Mary Couch and Valerie Veney.

late Joe Stevens and a small group of volunteers initiated the service, the hotline staff has handled over 10,000 calls—ranging from questions on pay and leave errors to the availability of drinking cups for bottled water at a terminal radar approach control facility.

FAAers Mary Couch and Valerie

How To Reach the Hotline

Headquarters: x79532

Commercial: 202-267-9532

Toll-free: 1-800-255-1111

The hotline operates 24 hours a day, seven days a week. After regular working hours, simply



leave your name and telephone number on the hotline's VMX answering system, and one of the staff will get back to you the next business day.

RECORDS MAINTAINED BY THE ADMINISTRATOR'S HOTLINE ARE COVERED BY THE PRIVACY ACT.

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.



Awards will be given in four categories—systems enhancement; quality in work life; vision of tomorrow; and communication.

For more information, contact Margo Inskeep, (202) 267-9227.

San Carlos Reunion. Western-Pacific Region's San Carlos Airport Traffic Control Tower staff is celebrating the 25th anniversary of its

commissioning by the FAA on *Sunday, September 11*, from 10 a.m. until 4 p.m. The event will be held at the tower—San Carlos Airport—in San Mateo County, CA.

Anyone who has ever worked at the tower is invited to attend. All other employees are also welcome.

For more information, contact Robert Ensten, (415) 591-3346, or leave a message at the tower on (415) 592-5289.



U.S. Department
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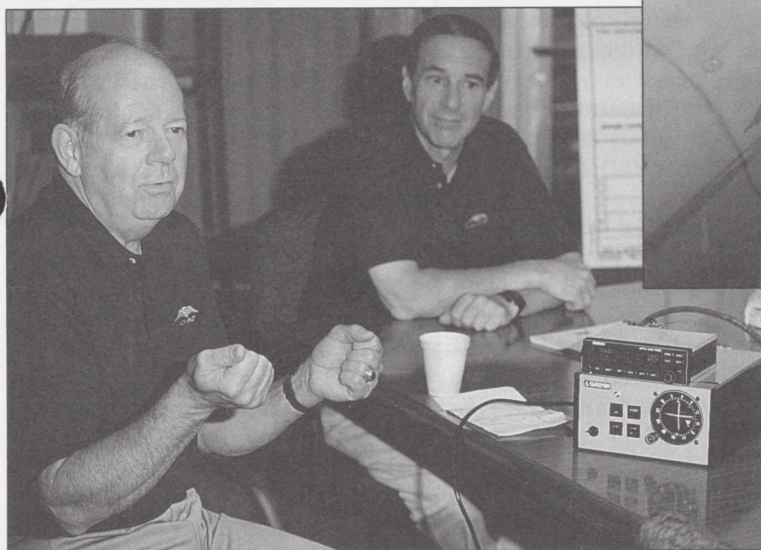
Headquarters Intercom

New Beginning

Administrator Flies First 'Stand Alone' GPS Approach

The first FAA-approved "stand-alone" Global Positioning System (GPS) approach was recently flown into Frederick, MD, Airport by FAA Administrator David Hinson.

Joined by Phil Boyer, president of the Aircraft Owners and Pilots Association, the Administrator



pronounced the GPS approach a complete success, saying it was "unbelievably accurate" and "right on the centerline."

In addition to Frederick, two other communities—Oshkosh, WI, and Denton, TX—are the first of several thousand to receive published GPS "stand alone" approaches, meaning that the airport will not need expensive conventional ground-based navigation aids for aircraft to fly an approach, even in bad weather. The program to authorize the use of such GPS specific approaches will be expanded to all airports that would benefit over the next few years.

In June 1993, an FAA policy authorized the use of approximately 2,500 "overlay" approaches, procedures that use ground-based navigation aid procedures as a framework. Another 2,000 overlay procedures will be



Above: FAA Administrator David Hinson prepares to fly the nation's first operational Global Positioning System approach.

Left: FAA Administrator David Hinson, left, and Aircraft Owners and Pilots Association President Phil Boyer brief the press on the Global Positioning System using the approach-certified Garmin 155 receiver.

published by 1995.

By contrast, stand-alone procedures are designed specifically for GPS and require no ground-based navigation aids. Of the more than 5,000 public use airports in the United States, fewer than half are currently served by any type of ground-based instrument approach. Conventional ground-based navigation aids can be very costly and require frequent maintenance. With GPS, an aircraft has a receiver in the cockpit to pick up radio signals from the GPS satellites, and the airport does not need any hardware on the ground. The specific approach information is available in a data base that is contained within the airborne GPS receiver.

GPS approaches may eventually replace all ground-based instrument approaches. The FAA plans to publish about 500 to 1,000 stand-alone procedures each year, making all-weather air service possible at thousands of airports that are currently limited to good weather operations.

Highlights

DBE Conference. More than 800 people attended the recent Disadvantaged Business Enterprise (DBE) conference in Cleveland, OH—a strong contrast from the first one in 1984, where only eight people attended.

According to Assistant Administrator for Civil Rights Leon Watkins, the increased number of participants “definitely indicates that business entrepreneurs are interested in the DBE program.”

Owners of DBEs include minorities, women, and other socially and economically disadvantaged persons. The program assists these business entrepreneurs in obtaining airport concessions and FAA-assisted contracts for areas including construction and professional services.

The Airport and Airway Improvement Act of 1982, as amended, requires a minimum 10 percent level of participation by disadvantaged businesses in FAA-assisted contracts and airport concessions. FAA Administrator David Hinson, who served as keynote speaker for the event, pointed out that the most recent statistics show that the agency exceeded its

goal as airport grantees awarded over 18 percent of the contract dollars for airport improvement projects to DBE firms.

The conference was sponsored jointly by the FAA, the Airport Minority Advisory Council, and the city of Cleveland.

Safer Facilities. A work group was recently chartered to recommend improved security requirements in FAA facilities, announced Assistant Administrator for Civil Aviation Security Cathal Flynn and Associate Administrator for System Engineering and Development Marty Pozesky.

Called the Facility Security Engineering Working Group, the team was established out of concern for the FAA’s employees, equipment, and facilities. It will look at how security provisions can be built into new facilities as part of the initial design process.

For more information, contact Michael Singer, (202) 287-8580, or Dave McFadden, (202) 267-9409.

No Intercom. The Headquarters *Intercom* will not be published next week. The next issue will be dated August 16.

Items for that issue should be submitted to Briar Haggett, room 909B, x73441, no later than Tuesday, August 2.

Business of Diversity. During the recent National Diversity Training Workshop, FAA’s diversity program managers learned how organizations can use the talents of a diverse workforce to achieve a competitive advantage.

FAAer Michaline Dobrzeniecki, National Diversity Team member and leader of the workshop, said, “managers must learn how to capitalize on the different skills and perspectives that are found in the workplace. We need to go beyond ‘one size fits all’ management and gain the diversity advantage.”

Workshop discussions and brainstorming sessions identified practical strategies for promoting diversity ef-

orts in the FAA, and offered participants a chance to exchange information with leading diversity experts including Michele Hunt, director of the Federal Quality Institute, Steven Hanamura of Hanamura Consulting, Edward Hubbard of Hubbard and Hubbard, Inc., and Richard Gaskins of IDS Financial Services.

Radio Control Contract. The FAA has made a contract award for up to 5,800 channels of radio control equipment to Communication Systems Technology, Inc., of Columbia, MD, reports the Air/Ground Communications and Control Program Matrix Team. These channels, which consist of local and remote components, are used by air traffic controllers to access ultra high frequency/very high frequency (UHF/VHF) radios in communicating with aircraft.

At maximum quantities and with all options exercised, the total contract price will be \$30,699,427 over five years. This figure translates into an average hardware unit price—including the manufacturer’s 10-year warranty—of about \$3,500 per channel, way below early estimates of between \$8,000 and \$12,000.

By performing an operational capability test—or “trying before buying”—prior to contract award, the matrix team minimized the agency’s risk in the purchase. The award also takes advantage of state-of-the-art technology, as well as the reliability of a proven, commercially available commodity. A 10-year warranty on the highly reliable local and remote components, which contain nothing on the inside for an FAA technician to repair, are expected to add future savings. An added benefit of the new equipment is that technicians can remotely check out its health before actually traveling to a radio site to perform maintenance or repair.

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Resolving Disputes

Early Mediation Now Available for Headquarters FAAers

A pilot mediation program for resolving equal employment opportunity disputes quicker and more efficiently kicked off August 1 for Headquarters FAAers. Called the Alternative Dispute Resolution (ADR) program, it gives disputants an opportunity to meet and seek to resolve problems with the help of neutral mediators—collateral duty employees from across the DOT who have been trained by the Federal Mediation and Conciliation Service—before positions have hardened.

The new program—a confidential process—aims to improve EEO procedures at Headquarters by offering:

→ a way to reduce the time and cost of formal EEO complaint handling by resolving more EEO disputes before complaints are filed and at the lowest possible level.

→ a method that employees consider fair and helpful and that reflects their interests.

→ a process that satisfies both employees and management.

The pilot program offers Headquarters FAAers the option of choosing mediation at the precomplaint stage of the EEO process, at the point when the aggrieved party contacts the civil rights counselor. If mediation is selected and the dispute is resolved, both parties will sign an agreement closing the case. In cases where mediation is unsuccessful, however, the aggrieved party can still proceed by filing a formal complaint of discrimination.

The 17 DOT mediators who have just completed training are Pamela Anikeeff, NHTSA; Laghretta Bell, FAA; Michele Bouzine, USCG; Edmundo DeLeon, OST; Elaine Eder, USCG; Bill Emery, USCG; Kenneth Fujishiro, USCG; Deirdre Fujita, NHTSA; Sandy Jones, OST; Harold LeBlanc, FAA; Diane Liff, OST; Patrick Murray, USCG; Pamela Payton, FTA; John Rossi, FAA; Barbara Silva, FAA; Patricia Spatarella, FAA; and Vontell Tucker-Frost, MARAD.

Now on duty, the mediators will be called on to exhibit their skills in:

→ Empathy—awareness and consideration of the needs of others.

→ Impartiality—effectively maintaining a neutral stance between parties to the dispute and avoiding undisclosed conflicts of interest or bias.

→ Generation of options—pursuit of collaborative solutions and generation of ideas and proposals consistent with case facts and workable for opposing parties.

→ Generating agreements—effectiveness in moving the parties toward finality and in “closing” agreements.

For more information on ADR, contact Roosevelt Greer at OST, x65999, or Tina Stephens at the FAA, x73253.

More Mediators

Air Traffic Managers Receive Alternative Dispute Resolution Training

The Air Traffic organization has joined the vigorous campaign to reduce equal employment opportunity cases FAA-wide. Recently it held Alternative Dispute Resolution (ADR) training for management representatives from the nine FAA regions.

Middle managers need to know how ADR works and why it was designed as it was since they may be required to participate in a mediation. Also they need the tools to work with in reducing the number of equal employment opportunity (EEO) cases in their respective regions.

Conducted by the Federal Mediation and Conciliation Service (FMCS) in FAA's New England Region, training focused on the mediation process and covered effective communications, listening skills, role-playing, and consensus building.



Participants in the Alternative Dispute Resolution Training.

James Whitlow, Assistant Chief Counsel, provided information on settlement agreements, and Jim Foss and Denise McKenney of the FMCS instructed the group. New England's Air Traffic Division Manager Frank Johns also underlined the value of a mediation program in reducing EEO complaints throughout the FAA.

ASU HONORS ITS OWN

28 Employees Recognized at Annual Awards Ceremony

Twenty-eight employees who made significant contributions to the Contracting and Quality Assurance (ASU) mission were recently recognized during the group's third annual Peer Awards Ceremony at Fort Ward Park, Alexandria, VA.

This year's theme was "Diversity in ASU—We not only support it, we celebrate it." Acting Associate Admin-



Award recipients at the third annual Contracting and Quality Assurance Peer Awards Ceremony at Fort Ward Park, Alexandria, VA.

istrator for Contracting and Quality Assurance Dennis DeGaetano personally thanked and congratulated the award recipients for their many accomplishments.

After the awards presentation, employees participated in events such as a tug-of-war contest, a water balloon toss, and a food tasting contest.

The 1994 peer award recipients are:

Outstanding Leadership

Harold LeBlanc
Surveillance Branch

Outstanding Innovator

Gerald Boyer
Surveillance Branch

Team Achievement, Secondary Radar

Charles Brown
Sara McLaurin
Barbara Huffard
William Spear
Surveillance Branch

Technical Support

Mark Mroziak
Great Lakes Region, Logistics Division

Field Support

Ronald Driest
Quality Assurance Branch

EEO Excellence

Murray Camp
Special Assistant for GIDEP

Volunteer and Community Service

Brian Anderson
Anthony Guida
Rita McNair
Sara Scott
Libby Strugatch
Systems Operations Engineering Branch
Maryanne Austin

Gary Speigel

Pricing Staff

Thais Campbell

Jack Handrahan

Resource Management Branch

Sherlock Bruce

Special Assistant for GIDEP

Karol Cook

Contracts Division

Maxine Pipkin

Technical Support Staff

Shoniece Stokes

Communications/Aircraft and Weather Branch

Teri Bristol

Automation/Advanced Automation Branch

Administrative Excellence

Willie Ferguson
Surveillance Branch

Secretarial Accomplishments

Shoniece Stokes
Communications/Aircraft and Weather Branch

Distinguished Service

William Cotliar
Quality Assurance Branch

Human Relations

MaryAnn Swinimer
Administrative Systems Staff

Associate's Award

Jose Gutierrez
Administrative Systems Staff



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

Headquarters Intercom



New Data Analysis Center Dedicated

The FAA's Office of Aviation Safety recently dedicated the National Aviation Safety Data Analysis Center—a state-of-the-art facility designed to revolutionize the way the agency develops safety information and conducts in-depth safety analyses.

The center provides rapid on-line access to over 4,000 data elements from the National Transportation Safety Board's accident database, the National Airspace Incident Monitoring System, facility and activity databases, and other information systems. It also features over 700 volumes of safety reference materials including the Airmen's Information Manual and summaries of international accidents and statistics.

FAA Administrator David Hinson, center, who helped dedicate the new facility, said that it marked a great day for the agency and for aviation. The system, he said, "connects the dots for the safety analyst by bringing information together, rather than requiring analysts to search through several different data bases to access information about accident trends and safety risks."

Acting Associate Administrator for Aviation Safety Charles Huettnner, second from right, said the center's primary mission is to "support the FAA's strategic goal of eliminating aviation accidents and incidents by producing the right safety information, in the right amount of detail, on target, and on time."

Other FAAers present for the dedication were, from left, Office of Integrated Safety Analysis Director Barry Bermingham, Advanced Analysis Technology Staff Manager Barbara Sada, and NASDAC Program Manager Felix Rausch.

For more information on the center, employees should contact Sada, (202) 366-6003.

Highlights

Distribution Cut. Forty percent fewer federal employees health benefits guides will be available to employees during this year's open season, the Office of Personnel Management (OPM) announced.

A recent survey conducted by OPM showed that since only 30 percent of health benefits enrollees actually use the comparison guide to shop for other insurance plans, fewer were printed.

While every employee may not get their own copy, the agency will ensure that everyone has access to the guides. The various health plans will continue to send their own brochures to their enrollees, but unlike past years, premium costs will not appear on the front of those booklets. OPM has instructed these companies, however, to send the rate information to current enrollees along with the brochures.

Retirees, who also receive the guides, will see no changes in their distribution.

This year's federal employees health benefits open season is from November 14 through December 12.

turn to **Highlights** on page 2

Civil Rights Reorganization Aim Is First-Rate, Comprehensive Customer Service

DOT Secretary Federico Peña recently announced a consolidation of civil rights compliance functions in the
turn to **Reorganization** on page 6

Highlights from page 1

Recommended Savings. A six-month report by the DOT's Office of Inspector General (OIG) for the period ending March 31, showed recommended savings totaling \$367 million, management commitments to save another \$124.2 million, and fines, restitutions, recoveries, and cost avoidances totaling \$5.8 million.

The recommended savings include \$225 million in funds to be put to better use, \$71 million of unsupported costs, and questioned costs of \$71 million. The OIG also made 405 policy and procedural recommendations for improving the department's operations.

All operating administrations were asked to comply with the department and the Office of Management and Budget's guidance on determining and controlling advisory and assistance services that are contracted out. Over 90 percent of the FAA's safety inspectors did not hold re-employment rights with former aviation industry employers, and those who did were not assigned to inspect their former employers.

Investigations—completed by the

OIG—on suspected aircraft maintenance and design problems resulted in 68 indictments, 52 convictions, and \$5.8 million in fines, court-ordered restitutions, administrative recoveries, and cost avoidances.

The OIG is also helping to ensure the safety of the traveling public and the environment, and guarding against fraud in the rebuilding of the nation's infrastructure by its continued oversight of departmental programs undergoing changes as a result of the National Performance Review and the DOT Strategic Plan.

Inflight Insecticide Spraying. The DOT is proposing a rule requiring passenger notification of insecticide spraying. Based on a survey by the State Department, about 25 countries and territories require spraying on flights from the United States.

The proposed rule would require U.S. and foreign airlines and their agents, including travel agents, to inform passengers, at the time they book flights, if a flight to another country will be sprayed while the passengers are onboard.

The department plans to put the issue on the fall agenda of the International Civil Aviation Organization (ICAO), which meets in Montreal. The DOT also plans to co-sponsor a World Health Organization symposium in 1995 on the practice of spraying insecticides on aircraft.

The United States and most other countries do not require the spraying of aircraft while passengers and crew are onboard. The U.S. stopped spraying aircraft 15 years ago because of health concerns and its questionable effectiveness.

Joint Evaluation. The United States and Russia are undertaking a joint evaluation of the Russian air transportation system in response to concerns about whether Russian carriers meet international safety levels.

Pending completion of the evaluation, the U.S. State Department has instructed all federal employees working in Russia to refrain from flying on

Russian air carriers unless "absolutely necessary."

The FAA evaluation, which will be completed sometime in September, includes an analysis of all Russian facilities, organizations, and locations. It follows a series of June meetings held in Moscow between top FAA officials and representatives from the Russian Department of Air Transportation and the Commission for Air Traffic Regulation, the Commonwealth of Independent States Interstate Aviation Committee, and the U.S. Embassy in Moscow.

Since the breakup of Aeroflot, Russia's major airline, air travel within the country often is unreliable, according to a recent announcement by the State Department.

The department also warned of "difficult conditions" for air travelers, including the deterioration of maintenance and service standards and overloading of aircraft.

Contract Halted. The FAA recently canceled plans to buy up to 235 next-generation Instrument Landing Systems (ILSs) designed specifically for category 1 precision approaches. Citing the agency's commitment to satellite navigation, and the subsequent need for fewer such systems, FAA Administrator David Hinson said it is no longer cost effective to develop a new generation of ILS specifically for category 1.

The agency will instead use options in an existing contract with Wilcox Electric, Kansas City, MO, to buy 64 ILSs capable of category 1, 2, and 3 service—a move expected to save \$8 million.

The category 1, 2, and 3 capable equipment will meet and exceed category 1 technical requirements, and will become available about two years earlier than would have been possible under a new development contract.

Hinson said he believes that current category 1 needs will be met by the 64 category 1, 2, and 3 capable systems, while future needs will be met by satellite-based technology using the Global Positioning System.

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Success Story. The FAA Retirement Estimation System was recently recommended to DOT's Office of the Secretary as a National Performance Review success story.

As of the end of June, the system provided almost 12,000 estimates for more than 6,200 employees. While inquiries peaked in March during the early out/buyout period, use of the service remained high. More than 1,000 estimates were done in June, averaging nearly 50 estimates per workday.

Statistics compiled by the Office of Human Resource Management show that 55 percent of the estimates are for planning: 18 percent for 1995, 24 percent for 1996-99, and 13 percent for 2000 and beyond.

Employee Ethics. The Office of the Chief Counsel reminds employees that engaging in private business transactions with a subordinate may violate the Standards of Ethical Conduct for Executive Branch Employees; it may create an appearance that the manager or supervisor involved may lose impartiality in future official dealings with the subordinate employee.

Before getting involved in a private business transaction with a subordinate, supervisory employees should contact their local legal counsel.

ATCA Chair. Garland Castleberry—known as "Cas"—has recently been elected chairman of the Air Traffic Control Association.

Cas retired from the FAA as associate administrator for Aviation Standards late last year with 38 years of service. He also served as Southern Regional Administrator, Director of the Aeronautical Center, and Deputy Director of the Alaskan Region.

He is presently the Executive Manager of Transportation Programs at Planning Research Corporation, Inc., in McLean, VA.

Performance Payout. The Performance Management System payout for the 1993-94 appraisal cycle will

be effective October 2, 1994. Performance awards will appear in the October 25 paychecks.

Employees formerly covered by the Performance Management and Recognition System will not be rated until March 31, 1995, and will not be eligible for a payout this October.

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.

International Flight Inspection Eighth Annual Symposium Held in Denver

The recent Eighth Annual Flight Inspection Symposium held in early June in Denver, CO, was called the "best ever" by top FAA officials and participants from 40 countries.

Canada was originally to have hosted the event, but notified the FAA last year that it would be unable to do so. The Office of Aviation System Standards then took the lead in planning the event and "pulled off one of the best conferences ever held, and the short time frame for their operation proved once again that our people are the best in the world," said Office of Aviation System Standards Director William Williams. He said he "was pleased with everything, particularly the way our people went out of their way to make the meeting such a success."

More than 250 delegates heard papers on topics ranging from precision runway monitoring systems to maintenance, flight inspection, and the global positioning system. Participants from countries like Indonesia, Norway, Switzerland, Canada, the United Kingdom, and the United States made presentations during the event.

Headquarters FAAers who participated in the conference included Executive Director for System Op-

erations Monte Belger, who spoke on the future role of the FAA; Associate Administrator for Aviation Standards Darlene Freeman, who gave opening remarks; Assistant Administrator for Policy, Planning, and International Aviation



Shown at the Eighth Annual Flight Inspection Symposium are, from left, Executive Director for System Operations Monte Belger, Office of Aviation System Standards Deputy Director Lindy Ritz, Symposium Coordinator Phyllis Howard, and Office of Aviation System Standards Director William Williams.

Barry Valentine, who spoke about the responsibilities of the flight inspection community; and Director of the Office of International Aviation Joan Bauerlein.

Germany will host the ninth symposium in 1996.

Top-Level Jobs

28 Tapped for SES Candidate Development Program

The pool of FAA's potential Senior Executive Service (SES) employees has just increased with the graduation of the 28 candidates from the agency's SES candidate development program.

The Office of Personnel Management-approved program is designed to prepare individuals for executive-level positions through developmental assignments and formal training.

Selected candidates completed a three-step process



Recent graduates from the agency's Senior Executive Service Candidate Development Program.

that included a paper screen, a panel interview, and an executive development assessment center evaluation.

These 28 candidates will serve as the primary pool for selection into entry-level SES positions at the FAA. They are eligible for an SES appointment without further competition, and several have already moved into positions within the SES.

The following is a list of graduates from the development program.

Michael Ball

*Traffic Flow Management System Manager
Washington Headquarters*

David Bennett

*Assistant Chief Counsel for Airports and
Environmental Law
Washington Headquarters*

Paul Bermingham

*Office of Integrated Safety Analysis Director
Washington Headquarters*

Andrew Billick

*Airway Facilities Division Manager
Alaskan Region*

Richard Birnbach

*Flight Standards Division Assistant Manager
Great Lakes Region*

John Brown

*Payroll and Administrative Systems Division Manager
Washington Headquarters*

Peter Challan

*Deputy Program Manager for Voice Switching
and Control System
Washington Headquarters*

Richard Cox

*Office of Air Traffic System Management
Deputy Director
Washington Headquarters*

Mary Karen Cronin

*Airway Facilities Division Acting Manager
New England Region*

Marion Dittman

*Flight Standards Division Assistant Manager
Southern Region*

Michael Gallagher

*Aircraft Manufacturing Division Manager
Washington Headquarters*

Timothy Halpin

*Air Traffic Communications, Navigation,
and Surveillance Staff Manager
Washington Headquarters*

Anne Harlan

*Flight Standards Division Acting Assistant Manager
New England Region*

Bill Jeffers

*Acting Associate Administrator for Air Traffic
Washington Headquarters*

Nancy Kalinowski

*Airspace and Aero Information Division
Assistant Manager
Washington Headquarters*

Douglas Murphy

*Office of Air Traffic Program Management Director
Washington Headquarters*

Rubert Nobles
*Airway Facilities Training
Division Manager*
Washington Headquarters

Jay Pardee
*Engine and Propeller
Directorate Manager*
New England Region

Charles Reavis
*Air Traffic Planning
Staff Manager*
Washington Headquarters

Le Anne Robbins
*Airway Facilities Division
Manager*
Southern Region

Daniel Salvano
*Aircraft Engineering Division
Assistant Manager*
Washington Headquarters

Donald Stadler
*Navigation and Landing Systems
Acting Program Director*
Washington Headquarters

Robert Strong
*Airway Facilities Division
Assistant Manager*
Great Lakes Region

John Walker
Air Traffic Division Manager
Eastern Region

Roger Wall
Air Traffic Division Manager
Great Lakes Region

George Williams
*National En Route Systems
Engineering Division Manager*
FAA Technical Center

Deborah Wilson
*Contracts Division Assistant
Manager*
Washington Headquarters

Elizabeth Yoest
*Aircraft Certification Service
Deputy Director*
Washington Headquarters

Streamlining Task Force

Schellenberg Appointed To Head New Group

Western-Pacific Regional Administrator Carl Schellenberg has been detailed to Washington Headquarters to tackle an ambitious project. Appointed as Agency Streamlining Coordinator and head of a just-created task force, he is involved in the integration and coordination of all of the FAA's streamlining activities.

Schellenberg will review the streamlining plans from each major FAA organization to make sure that downsizing activities will not jeopardize aviation safety or reduce the level of service to the public. The task force will then incorporate the individual plans into a consolidated plan. Their goal is to produce a corporate plan for streamlining the FAA by September 30.

"In a very short amount of time, we need to produce the very best overall plan for the FAA's future," Schellenberg said about the work

in progress.

Team members, who represent all of the FAA's major services, were selected for their familiarity with the streamlining activities and plans in their respective organizations.

Empowered to speak on behalf of their services, they met for the first time in late July and began work. FAA Administrator David Hinson asked Deputy Administrator Linda Hall Daschle to oversee the team's progress. Schellenberg will also ensure that employees and other interested parties are kept informed.

At present, the FAA has achieved nearly 75 percent of the required personnel reduction targeted for 1999. It still has a long way to go, however, before it meets all the reductions recommended by the National Performance Review.

Streamlining Information Available by Computer

FAA streamlining information will soon be available electronically through an agency-supported on-line bulletin board service (BBS). To access the service, employees will need a computer, modem, and a communications software program such as Procomm Plus. Terminal emulation should be set to ANSI-BBS, and modem speed should be set to the highest supported by the modem—parity NONE (N), 8 data bits, and 1 stop bit.

Place the name of the BBS (FAA Hqtrs BBS) and the telephone number (202-267-5697) in the communication software's dialing directory. Se-

lect the dialing command and wait to be connected to the service.

The service's initial password for first-time callers is "NEW." During the login process, employees will have the opportunity to select their own password.

Streamlining information will be available as bulletins (area nine on the bulletin menu), files (enter "C" at the main menu to display file directories), and messages (enter "A" at the main menu to display message areas). Employees with questions or problems may contact Michael Lee, (202) 267-3332, for assistance.

Civil Rights Offices Reorganize from page 1

Department to enable it to do more with available resources; create a first-rate, comprehensive civil rights compliance office; and meet an increasing workload, particularly in the areas of disability and environmental justice.

Specifics of the reorganization are currently being worked out, with the goal of having a consolidated Departmental Office of Civil Rights (DOCR) at least partially operational by October 1. "Creating a first-rate, comprehensive civil rights compliance office is a substantial undertaking," Peña said in a memo to all DOT employees.

Although people and other resources will be redistributed, the impact on particular individuals or offices is currently under review. Efforts are being made "to minimize any disruptive impact, and there will be no decrease in the availability of employee counselors or other employee services," said Peña.

"Under this plan, the operating administrations will retain responsibility for developing and implementing affirmative action and diversity plans, conducting special emphasis programs, and attempting to resolve equal employment opportunity (EEO) disputes within DOT through informal means," Peña noted.

All formal EEO complaints will be investigated and decided by the DOCR, which will also conduct such compliance activities as approving compliance plans and

performing complaint investigations and compliance reviews to make sure that recipients of DOT funds meet applicable civil rights requirements.

The Office of the General Counsel will provide legal support services for those civil rights compliance functions that transfer to the DOCR. However, offices of the Chief Counsel will continue to provide legal representation for the operating administrations in connection with EEO complaints.

Led by Antonio Califa, DOCR's director, a review of the civil rights functions began last fall. Plans for consolidation will be based on the resulting report, which incorporates input from all the administrators and affected assistant secretaries, their staffs, and those unions with national consultation rights.

Peña said that the reorganization will be "consistent with important aspects of our strategic plan." Moreover, he said, "I am convinced that it will benefit the operating administration by creating a 'critical mass' of civil rights staff in each of the major regional locations, enabling us to increase efficiency and effectiveness."

Recent meetings were held with all FAA civil rights officers to develop an implementation plan for those civil rights-related functions remaining within the purview of the agency.

Administering Action

DOT/FAA Issue Report on 757 Wake Turbulence

The FAA and DOT recently released the results of its review on 757 wake turbulence and associated Freedom of Information Act (FOIA) procedures.

The review team, headed by FAA Deputy Administrator Linda Hall Daschle and DOT General Counsel Stephen Kaplan, made a number of recommendations concerning wake vortex and organizational issues. One key area involved the integration of research and development within the operating arm of the FAA. In particular, the team said that a review of the agency's research and development programs should focus on how the organization sets goals, responds to changing technology, integrates information from other organizations—both internally and externally—and provides timely results.

The team recommended improving

the organizational responsibility and accountability for FOIA responses. It said that the agency should consider establishing a FOIA office within the Office of Public Affairs, and improving training on the procedural requirements, as well as the substantive exemptions.

"The FAA is committed to open communications—with the Congress, with the media, with the industry, and within our organization," said FAA Administrator David Hinson.

Other recommendations made by the team include:

→ Making better use of integration of existing incident reporting systems and considering the development of a system to report wake vortex incidents.

→ Continuing efforts to improve awareness and training among the pilot community about wake vortices.

→ Taking a more pro-active approach to the dissemination of informa-

tion on emerging safety issues.

→ Considering a requirement for manufacturers to include information on wake vortex recognition and avoidance in aircraft operating manuals.

→ Ensuring that available information on wake turbulence generated by new turbojet aircraft is disseminated to the aviation community.

→ Ensuring that the study of a revised weight classification system continues to its conclusion and leads to a decision by a specified date.

→ Reviewing the role of the Office of Aviation Safety and creating a more effective central mechanism to address safety issues.

→ Defining management responsibility and accountability more clearly.

These recommendations represent "a series of thoughtful and constructive approaches both to the wake vortex program and the management of safety issues generally," Hinson said. Also he noted that an improved process is being put in place regarding Freedom of Information Act requests.

New Directions

Airway Facilities Supervisory Committee Involved in Agency Change

FAA's Airway Facilities has plans for the years ahead, and its Supervisory Committee—AF SUPCOM—is one of the units helping the organization get from here to there.

In step with the National Performance Review and the AF Strategic Plan, AF SUPCOM representatives are proactive as they voice the concerns of first-level supervisors. They form the core of many national committees involved in shaping the changes needed to keep Airway Facilities synchronized with the demands of the future: Automation System Software, Advanced Automation Testing Team, Training Assessment Group, National Quality Effectiveness Team, F&E Restructure Team, FRDF Work Group, GS-2101 Series Team, Software Transition Team, Preventive Maintenance Interval Review Team, as well as each of the Organization Design Teams—Structures, Training and Development, Empowerment and Culture, Awards and Rewards, Performance Appraisal, Selections, and Compensation and Classification.

The national committee also has assisted the Headquarters Human Resource Management organization with certain projects—one being a study of per diem rates in Oklahoma City for short- and long-term students.

FAA regulations stipulate that the committee is to:

➔ Provide a field-level perspective to all elements of AF and the FAA including that related to strategic planning, work effectiveness, job task analysis, and technician course validation, for instance.

➔ Represent the interests of AF

field supervisors through a field-level perspective at national-level meetings and telecons.

➔ Conduct and participate in national level work groups, subcommittees, and/or other appropriate activities to resolve national issues (i.e., nationally conducted evaluations, academy evaluations, reviews of draft orders, and representation on committees such as the AF Training Oversight Committee).

➔ Validate field interests and issues through surveys and studies.



Shown during an AF SUPCOM executive board meeting are Lary Marinel, Board member; Carl Smith, vice chair; Joaquin Archilla, AAF-1; and Bill Miller, past chair.

➔ Review new and proposed programs for facilities, equipment, and training and make recommendations concerning implementation.

➔ Provide a network of current field supervisors for reviewing system and maintenance concepts, staffing allocations, and new systems implementation plans.

➔ Maintain liaison with the Air Traffic SUPCOM, national employee involvement coordinators, and the bargaining unit representatives on issues of mutual concern.

An annual meeting is held in Washington, DC, to discuss concerns from all regions relating to such issues as training, technology, staffing, and administration.

Flightplan

Domestic Violence. The Headquarters Employee Assistance Program is sponsoring a presentation called "Please Don't Hurt the Ones You Love—Domestic Violence," in the FAA Auditorium on *Thursday, August 25*, from 9:30 to 10:30 a.m.

The guest speaker is Grace Orsini-Mohamed from My Sister's Place, a shelter in Washington, DC for the battered.

All employees are invited to attend.

Open House. The FAA's Office of Information Technology invites all employees to attend an Open House in their Applied Technology Lab, room 635, Training Room, room 609, and corporate E-mail facility, room 609B, on *Monday, August 30*, between 10 a.m. and 12 noon.

For more information, contact Ginny Harris, x77160, or Tim Ryan, x79983.

San Carlos Reunion. Western-Pacific Region's San Carlos Airport Traffic Control Tower staff is celebrating the 25th anniversary of its commissioning by the FAA on *Sunday, September 11*, from 10 a.m. until 4 p.m. The event will be held at the tower—San Carlos Airport—in San Mateo County, CA.

Anyone who has ever worked at the tower is invited to attend. All other employees are also welcome.

For more information, contact Robert Ensten, (415) 591-3346, or leave a message at the tower on (415) 592-5289.

Deicing Conference. The third annual Aircraft and Airfield Deicing Conference and Exposition will be held *Sunday through Tuesday, August 28 through 30*, at the Hilton, Washington, DC. Speakers will include representatives from airports, airlines, the FAA, and various other organizations. The meeting is sponsored by the FAA, American Association of Airport Executives, Air Transport Association, and Society of Automotive Engineers International. For more information contact Cindy Smith, (703) 824-0500.

Open Season

International Jobs Advertised at the FAA

Foreign assignments can offer excellent opportunities to broaden professional experience. Currently, there are over 140 full-time FAA positions located in places such as Buenos Aires, Tokyo, Singapore, Copenhagen, and other locations throughout the world.

Since backfilling will be done only behind employees who will be exercising re-employment rights, there will be a limited number of positions filled through this year's International Open Season.

Bids are being accepted for the following foreign assignments:

Aviation security specialist
GS-1801-12/13

Announcement number
3-ACO-94-1402
Closes September 30

Civil aviation security liaison officer

Announcement number
3-ACS-94-1403
Closes September 30

Aviation safety inspector
(operations), GS-1825-14
Announcement number
FPP-AEA-FS-94-01

Closes August 31
Location: London, Frankfurt,
Brussels only

Aviation safety inspector
(A/W avionics), GS-1825-14

Announcement number
FPP-AEA-FS-94-02
Closes August 31
Location: London, Frankfurt,
Brussels only

Aviation safety inspector
(A/W maintenance), GS-1825-14
Announcement number
FPP-AEA-FS-94-03
Closes August 31
Location: London, Frankfurt,
Brussels only

Contact your servicing human resource management division for announcements and to find out more about these jobs.

People

Miss Black Oklahoma

Karen Wallace, an accounting technician with the Aeronautical Center's Office of Financial Services, was recently named Miss Black Oklahoma 1994. She now has the opportunity to compete for Miss Black America.

Wallace said she "wants to have a platform to be able to speak to youths to help them find out what their purpose in life is and achieve their goals." She made her first presentation within days of her coronation to the local National Association for the Advancement of Colored People chapter's youth council. She also plans to visit hospitals and nursing homes.

Along with the title and the chance to compete nationally, Wallace received a \$5,000 scholarship, \$1,000 in cash, \$1,000 for a new wardrobe, and the use of a 1995 Dodge Neon for one year.

Karen is the daughter of Lendell Wallace, FAA Logistics Center, and recent FAA retiree Carrene Wallace.



Karen Wallace, Miss Black Oklahoma 1994.

Leave Donations

The following Headquarters FAAers are eligible recipients for the agency's leave donor program:

➤ Celester McNeil, an accounting technician with the Accounting Operations Division, is suffering from polymyositis, which causes muscle weakness and limited mobility. His recovery time will be considerable.

➤ Linda Parker, an air traffic control specialist for the Air Traffic Advanced Automation System Requirements Branch, is suffering from fibromyalgia, which causes chronic back pain.

➤ Jemal Kelly, a clerk-typist in the Human Resource Management Division, has undergone major surgery and is currently hospitalized.

Those wishing to donate annual leave to any of these employees should contact Barbara Ullom, AHR-151, x77608.

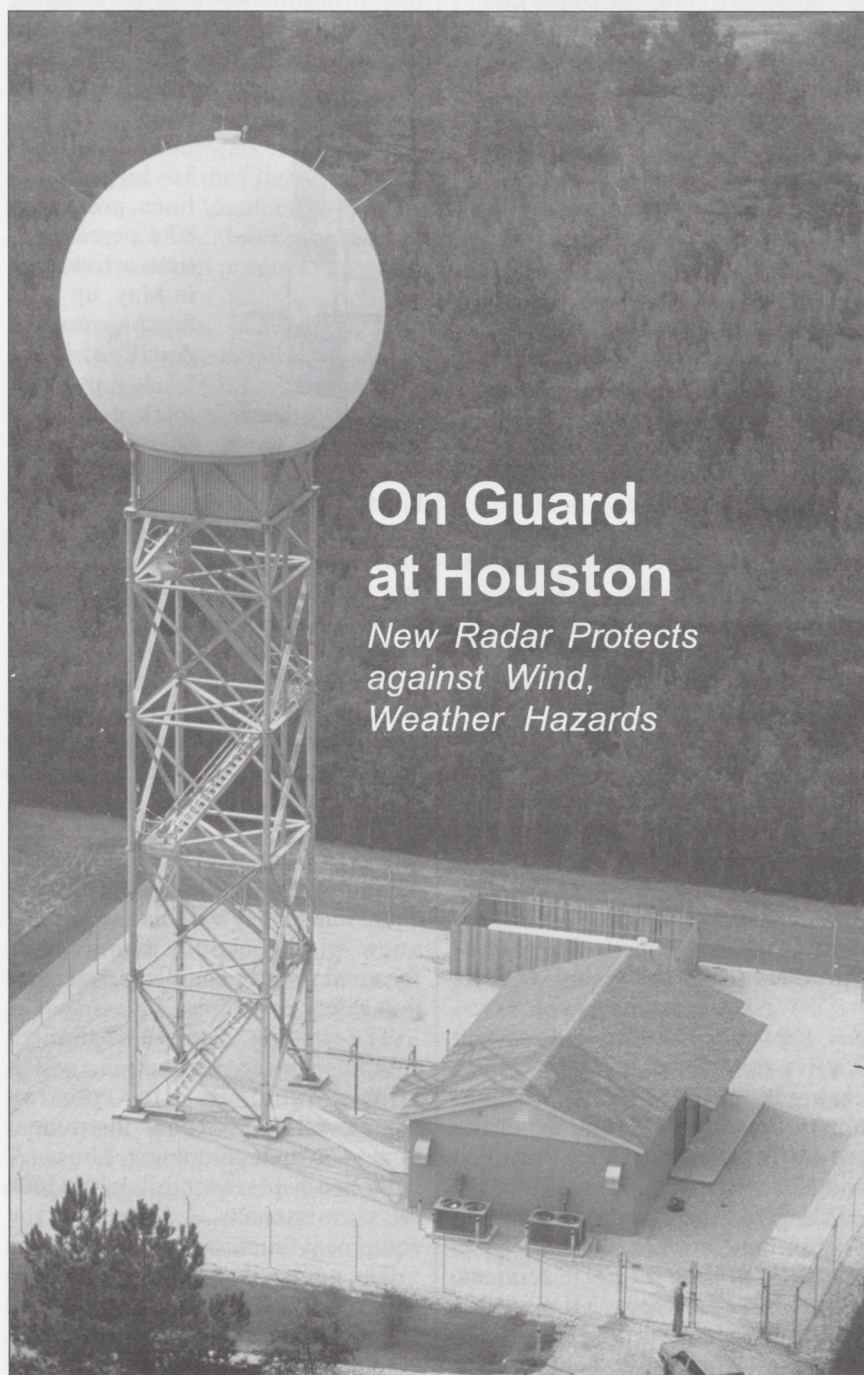


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U.S. Department
of Transportation
Federal Aviation
Administration

Headquarters Intercom



On Guard at Houston

*New Radar Protects
against Wind,
Weather Hazards*

Passengers at Houston, TX, Intercontinental Airport are the first to reap the advantages of some new technology planned for 45 airports. The commissioning of the first Terminal Doppler Weather Radar (TDWR) took place at the airport late last month to provide microburst detection, gust front detection, wind shift prediction, and precipitation intensity.

So that flight approaches and departures get the best coverage, the radar's antenna and transmitting equipment are located at David Wayne Hooks Airport, Tomball, TX. Processed information is transmitted to the controllers at Houston Intercontinental by data communications.

The new radar is a big step forward in protecting passengers. It can actually look inside storms and measure dangerous wind shifts. Unlike conventional low-level windshear detection systems used at most major U.S. airports, the doppler system warns air traffic supervisors when wind hazards, including microbursts, occur within 50 miles of an airport, so they can alert pilots in time to react—up to 20 minutes ahead of time. It also registers wind movement and rain, while traditional radar only shows moisture.

Separate TDWR displays are provided to alert operating controllers of the runway affected by and the type and strength of windshear, as well as the location along the runway where the aircraft will first encounter the windshear. Controllers pass this data verbatim to pilots as advisories to aid them in their decision making process.

turn to TDWR on page 5

The terminal doppler weather radar site that services Houston's Intercontinental Airport.

Highlights

New Appointment. Dr. George Donohue, a vice president at the RAND Corporation who has also been serving as special consultant to the FAA Administrator, was recently named Executive Director for Acquisition. He will oversee all procurement, systems development, and research and development.

FAA Administrator David Hinson called Donohue "a shining star for aviation and the agency," and said his skills and expertise "in managing large programs will be of immediate benefit to the FAA."

One of Donohue's first priorities will be to ensure that all research and development activities are effectively integrated with the agency's major line functions.

An engineer by profession, Donohue holds a Ph.D. from Oklahoma State University.

New Jersey Noise. The FAA recently announced that it wants public comment on new information on New Jersey aircraft noise before making a final decision on an environmental study of air traffic patterns over the state.

Headquarters Intercom

August 23, 1994
No. 94-30

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APA-340

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(202) 267-3441

Based on its just-completed executive review, the FAA will issue a "supplemental" draft environmental impact statement on a major 1987 aircraft routing realignment, known as the Expanded East Coast Plan. The supplemental, which is expected to be issued by September 30, will contain information developed since the draft environmental impact statement was first issued.

Assistant Administrator for Policy, Planning, and International Aviation Barry Valentine said that the agency wanted to give the public information on a new noise mitigation proposal that they haven't seen before. The information in the supplemental will include: a proposed noise mitigation measure that would lessen impacts of the Expanded East Coast Plan; an agency analysis of the New Jersey portion of the proposal by the New Jersey Coalition Against Aircraft Noise to route aircraft departing Newark Airport over the water 24 hours a day; and noise measurement data and other information.

When the document is issued, the public will have 45 days to comment on information generated since the release of the draft environmental impact statement.

Aidswalk Washington. DOT Secretary and Mrs. Peña invite all employees to join them in the AIDS WALK Washington, on *Saturday, September 24*. This year's event is a five-mile fun walk. The honorary chairman of AIDS WALK Washington is President Clinton; co-chairs are the First Lady and Vice President and Mrs. Gore.

The goal is to promote HIV awareness in the Nation's Capital, and to raise \$1.7 million for AIDS services, education, and research. AIDS WALK Washington has received permission from the Office of Personnel Man-

agement to conduct fundraising within the federal workplace.

For more information, or to obtain a pledge sheet, employees may contact Tom Sachs, 366-1423. All contributions are tax deductible.

Airline Improvements. The nation's largest airlines improved their overall on-time and baggage handling records in May of this year, according to the DOT's monthly Air Travel Consumer report.

The nation's 10 largest airlines posted an 87.6 percent on-time arrival rate in May, up from 83 percent in April, and the 87.1 percent mark recorded in May 1993.

The carriers had a mishandled baggage rate of 4.24 reports per 1,000 passengers in May, an improvement over April's rate of 4.80, and the best rate for the first five months of the year.

The DOT received 531 complaints about airline service in May, almost a nine percent decline from the 582 received in April. This was the fewest complaints received in any one month this year.

Glass Cockpit. The FAA, in partnership with Applied Science Associates and Honeywell, has developed a new "glass cockpit" training course for agency pilots, engineers, and aviation safety inspectors.

The training is delivered through computer-based instruction, which allows students to portray Honeywell's electronic instrument system on their computers. The computer also displays controls with which the user interacts to learn how the equipment functions.

The course incorporates all of the features of the real-world system including electronic instrument system graphics, enroute operation, and in-



terface with the Flight Management System. Students practice performing both precision and non-precision approaches using high-fidelity representations of the actual system.

Previously, such training had to be done in simulators or in actual aircraft. This new training will help the FAA save in training costs and allow students to take the training at or near their worksite.

The FAA's Office of Training and Higher Education administered the contract and put together the partnership with Honeywell. The Aircraft Certification and the Flight Standards services worked together to provide expertise, technical review, and approval of the final product.

Calling Cards. When using federal calling cards, employees are reminded to use AT&T. If the AT&T "tone" is not heard, or other difficulties occur, hang up and dial 1+800+4FEDCRD. This will insure that the call is routed through the FTS2000 Network, resulting in lower billing rates.

Also, a special access code has recently been established by FTS2000 for short-distance toll calls. By dialing 10387# from a touchtone phone, listening for the FTS2000 dial tone, then dialing the 10-digit number, the call will be carried and billed by the FTS2000 network, also at a cost saving.

For more information, call Edye Stewart-Schilling, x77944.

Research Awards. Awards of up to \$6,000 for developing a research paper on public sector aviation issues will be granted to as many as seven students under a program sponsored by the FAA. The program, now in its ninth year, is administered by the Transportation Research Board, a unit of the National Research Council.

The program is intended to stimulate thought, discussion, and research on public sector aviation issues by those who may become the future managers and decision makers in aviation. Its focus is on technical and

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.

The Administrator's fourth monthly brown bag luncheon is scheduled for Thursday, September 8, from 12 noon until 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 Friday, August 26. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the Administrator.



management innovations that will help the public sector provide quality civil aviation services and facilities into the next century.



Completed applications must be received by November 1 at the board's Washington, DC, Headquarters.

For more information, brochures, and applications, contact:

Graduate Research Award Program, Room GR-326E

*Transportation Research Board
2101 Constitution Ave., NW
Washington, DC 20418*

(202) 334-3206, or (800) 429-9818, ext. 3206

DAFIS Users. The Office of Accounting reminds all Headquarters program office users of the Departmental Accounting and Financial Information System (DAFIS) to verify the status of their user-ID before August 31.

This year, DAFIS initiated a security procedure to delete user-ID's that are inactive for more than 90 days. Users who only access the system at the end of the year will likely find that their DAFIS access has been terminated.

Because the system requires at least two weeks to reestablish a user-ID, users are reminded to notify the Accounting Systems Division, AAA-400, immediately if their access has been terminated.

Employees that need new or reestablished user-ID's should send a cc:Mail message to LaVerne Battle, AAA-400—the message should include the requester's full name, routing symbol, cost center, and telephone number.

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.

Please bring items directly to Briar Haggett, APA-340, room 909B or call x73441.

Aviation Milestone

New Towers Dedicated at DFW International Airport

With the recent dedication of two new air traffic control towers, Southwest Region's Dallas/Fort Worth International Airport became the only airport in the world to boast a total of three control towers.

FAA Deputy Administrator Linda Hall Daschle was the keynote speaker at the event, saying, "the dedication of these two towers marks a milestone in aviation. No one here today has ever seen an airport with three control towers." She continued by saying that "nothing like this has ever happened before in American aviation."

Daschle was joined by Regional Administrator Clyde DeHart who said that the airport's high air traffic count had dictated the need for two additional towers.

Towers were dedicated on both the east and west sides of the airport. The west tower will control three runways, while the east tower will control four upon completion of a new runway in 1997. The original tower in the center of the airport will be used for clearance delivery, traffic management, and overall airport supervision.

According to Daschle, "no one here has ever seen an airport with more than two simultaneous independent parallel instrument approaches. When the new east runway is completed in late 1996, the airport will have three such approaches and eventually four when the west runway receives all appropriate approvals. Four simultaneous independent parallel instrument approaches were



The recently dedicated air traffic control tower on the west side of Dallas/Fort Worth International Airport.



FAA Deputy Administrator Linda Hall Daschle and Southwest Regional Administrator Clyde DeHart, second from right, are joined by local officials at the tower dedication ceremony at Dallas/Fort Worth International Airport.

space age stuff until now." But, she said, "thanks to the work done by FAAers in Dallas and at the Technical Center in Atlantic City, New Jersey, Dallas/Fort Worth is leading the world in technology advancements."

On the threshold of becoming the busiest airport in the world, Dallas/Fort Worth tower controllers handled over 800,000 airport operations in 1993.

The new towers will handle the one million flight operations and 100 million passengers that are predicted for the airport over the next five years.

Retirement Information

The retirement estimate telephone system—800-888-4412—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.



Servicewomen Sought

Memorial Honoring Military Women Established

Agency women with military service are being sought by the Women in Military Service for America Memorial Foundation, Inc.

The group is spearheading a project that will establish the country's first major national memorial to honor all women who have defended America throughout history. Authorized

by Congress in 1986, The Women in Military Service Memorial will be built at the main gate to Arlington National Cemetery.

It will honor the more than 1.8 million women who have served or are serving in the country's armed forces.

One of the key features of the memorial will be a computerized data base containing a record of women

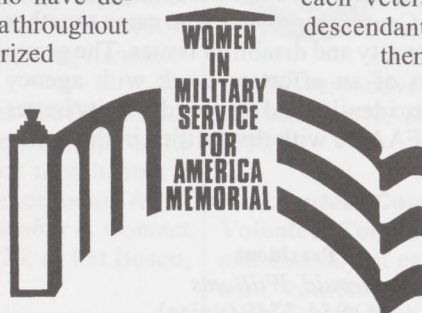
who have served in the military from the American Revolution through Operation Desert Storm and beyond.

According to the Office of Personnel Management, almost 1,000 women veterans work throughout the DOT. The foundation is asking that each veteran—or friends or descendants of one—provide them with the woman's

name, branch of service, a photograph in uniform, if possible, and a short narrative of her most memorable military experi-

ences. To date, approximately 100,000 women veterans have registered with the foundation.

Interested employees can call 1-800-222-2294 for information on entering a woman's name in the historic roll of honor.



Terminal Doppler Weather Radar

from page 1

Windshear—a sudden change in wind speed and/or direction that can cause an aircraft to stall or lose altitude rapidly—poses a special hazard during takeoffs and landings when pilots may lack the speed and altitude necessary to recover from an encounter. A microburst is a small-scale and particularly violent form of windshear.

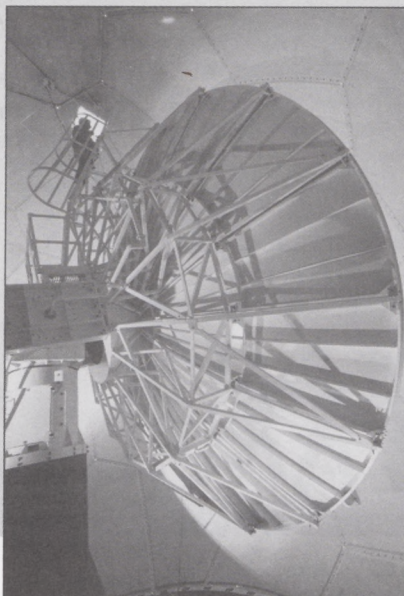
According to at least one safety consultant, windshear is the condition most feared by aircraft crews, with thunderstorms mentioned as second.

Raytheon Corporation began development of the \$364 million TDWR contract in 1988, but perfection of the software to turn computers into meteorologists has

been a big challenge. Although Houston has the only fully operational TDWR system, installation has been completed at airports in Denver, Memphis, St. Louis, Atlanta, Washington National, Chicago O'Hare, Orlando, New Orleans, and the Academy. Construction has also begun on a radar for Newark International Airport, Tampa, Miami, Pittsburgh, Andrews Air Force Base, Boston, Kansas City, and Detroit.

These sites, plus Houston's Hobby, Dallas/Fort Worth, and Dallas Love airports, are some of the facilities scheduled for TDWR commissioning in 1995.

An inside look at the terminal doppler weather radar dome at Houston's Intercontinental Airport.



New Organization

National Coalition of Federal Aviation Employees with Disabilities Recognized

The National Coalition of Federal Aviation Employees with Disabilities (NCFAED) was recently recognized by FAA Administrator David Hinson as an official employee organization.

The coalition is the result of a meeting of several Aeronautical Center employees who came together to discuss diversity and disability issues. The group began as part of an effort to work with agency management to identify and resolve diversity issues which affect FAAers with disabilities in the workplace.

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.

On the coalition's 10-member National Executive Committee are:

President

Gerald Williams
(405) 954-5749 (voice)
(405) 954-4584 (TDD)

Vice President

Dee Ann Smith
(405) 954-5783 (voice)
(405) 954-4587 (TDD)

Director of Administration

Kimberly Waltman
(405) 954-5579

Director of Resources

Del Hope
(405) 954-6270

Director of Public Affairs

Rita Simons
(202) 267-5794 (voice)
(202) 267-9730 (TDD)

Director of Personal Mobility

Cindy Cunningham
(405) 954-6758

Director of Speech and Hearing Disabilities

Gary Red
(405) 954-5457 (TDD)

Director of Visual Disabilities

Barbara Farmer
(405) 954-8197

Director of Mental Disabilities

Bob Stubbs
(405) 954-5868

Director of Systemic Disabilities

Regina Silverthorne
(405) 954-6373

All FAAers are welcome to join the coalition. Membership forms are available from any officer, or can be obtained by calling Del Hope or Kim Waltman.



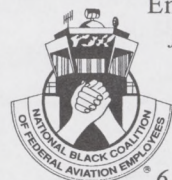
Group Meetings

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: *September 13*. 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: *September 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: *September 7*. 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: *September 8*. 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: *September 7*, room 812A. Contact Mark Rios, x79339, or John Elliot, x79438.

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: *September 8*. Contact Warren Davis, x79224.

NA-AN. The Native American-Alaskan Native Coalition meets the *second Tuesday* of each month from 1 to 2 p.m. Next meeting: *September 13*. Contact Rob Paul, x77045 or Roz Reed, x77322, for meeting location.

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: *September 6*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.

Single Parents. The Single-Parent Support Group meets the *first*

and third Thursday of every month from 12 noon to 1 p.m., room 327. Next meetings: *September 1* and *September 15*. Contact the Employee Assistance Program, x73945.



Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m. Next meetings: *September 6* and *September 20*, 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. Next meeting: *September 13*. Contact Margaret Powell, x67037.

Healthbeat

Healthy Lecture. The Headquarters Health Awareness Program is sponsoring an "Irritable Bowel Disorder" lecture on *Wednesday, August 31*, in room 327, from 11:30 a.m. until 12:30 p.m.

Guest speaker will be Dr. Louis Korman, who is associated with the Crohn's & Colitis Foundation of America. All employees are invited to attend.

Cardiovascular Health. The Headquarters Health Awareness Program is showing videos on cardiovascular disease issues during the upcoming weeks. Beginning the week of *August 22*, a different 30-minute video will be shown each week in room 327, continuously from 8 a.m. until 5 p.m.

The video schedule is as follows:

August 22 through August 26—"The Patient with Angina"
August 29 through September 2—"High Blood Pressure"
September 5 through September 9—"Cholesterol Control"
All employees are welcome.



Relieving Stress

Employee Assistance Program Offers Guidance on How to Cope with Anxiety

The Employee Assistance Program (EAP) advises FAAers that there are a variety of ways to cope with stress and anxiety.

First, recognize that you are feeling stressed and anxious, and become aware of your body's symptoms. Try to pinpoint what it is that you are anxious about—if you can't pinpoint it, then don't spend time worrying about it and move on.

Give yourself permission to feel anxious, though, if you do know what is bothering you, and make an effort to eliminate or minimize the situation. Try and figure out how you can react differently so that you won't be so affected

by the situation.

Also, suggests the EAP, listen to the dialogue around you. If someone around you is being negative and dragging you down, try to change your reaction to their attitude so that you are less affected by them.

Take responsibility for yourself, says the EAP, and make some positive changes—don't blame someone else for your anxieties, poor health, or unhappiness.

Don't overwhelm yourself with "shoulds" and high expectations.



Reward yourself for even the smallest accomplishments.

For more information or confidential assistance, contact the Headquarters EAP on x73945, or call Personal Performance Consultants, on 1-800-234-1EAP.

Flightplan

Domestic Violence. The Headquarters Employee Assistance Program is sponsoring a presentation called "Please Don't Hurt the Ones You Love—Domestic Violence," in the FAA Auditorium on *Thursday, August 25*, from 9:30 to 10:30 a.m.

The guest speaker is Grace Orsini-Mohamed from My Sister's Place, a shelter in Washington, DC.

All employees are invited to attend.

Open House. The FAA's Office of Information Technology invites all employees to attend an Open House in their Applied Technology Lab, room 635, Training Room, room 609, and corporate E-mail facility, room 609B, on *Monday, August 30*, between 10 a.m. and 12 noon.

For more information, contact Ginny Harris, x77160, or Tim Ryan, x79983.



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Building Bulletin Board

Securing Conference Rooms. Conference room space in the FAA and DOT may be secured by contacting the extensions listed below:

1010 Round Room, x73111
FAA Headquarters, x73340
FAA Auditorium, x73464
FAA Team Technology Center, 376-6281
DOT Headquarters, x60135
USCG Headquarters, x70154

More Space. When conference space is not available within the Headquarters or Nassif buildings, employees may request outside commercial space by sending a memo to Ladora Armbrister, Facilities Management Branch, AAF-52.

The memo should include a description of the proposed event and its sponsor, date, time, place, number of participants, and planned cost. It should be attached to the original purchase request, and include five copies. Special requirements or equipment should be outlined in the memo.

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



U.S. Department
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Federal Aviation
Administration

Headquarters Intercom



Spirit of Siouxland

United 232 Memorial Dedicated in Sioux City

A memorial was recently established in Sioux City, Iowa, paying tribute to the survivors, fatalities, and rescuers of United Flight 232.

Located in a park about three miles from the Sioux Gateway Airport crash site, a statue depicting a national guardsman carrying a small child—based on the now-famous photo taken during rescue efforts after the fiery crash—was unveiled before a hushed audience. The sculpture is entitled “The Spirit of Siouxland.”

Among the ceremony participants was Captain Al Haynes, the United Airlines captain who guided the crippled DC-10 to its “successful” crash landing.

“As we dedicate this statue, let us see the thousands of people who helped—not just one person,” said Haynes. “Let us see the 296 passengers and crew who were on the flight that day.”

Several Sioux City Tower air traffic controllers attended the event, as well as facility manager Wallace Pfaff, who represented the Air Traffic Control Association, which contributed financially to the project.

The dedication ceremony brought together many people who helped rescue and care for the survivors and their families. Four F-16’s from the 185th fighter group made three flyovers—one recognizing those aboard who didn’t make it, another for the survivors, and the final one for the members of the Sioux City community who aided in the rescue effort.

The 1989 accident resulted in the loss of 112 lives; another 184 people survived the fiery crash.



***The “Spirit of
Siouxland” was
dedicated in
memory of the sur-
vivors, fatalities,
and rescuers of
United Flight 232.***

Highlights

Lunch Date Change. The brown bag lunch with FAA Administrator David Hinson originally scheduled for Thursday, September 8, has been changed. The new date is Wednesday, September 14, 12 noon to 1 p.m., in conference room 9ABC.



Aidswalk Washington. DOT Secretary and Mrs. Peña invite all employees to join them in the AIDS WALK Washington, on *Saturday, September 24*. This year's event is a five-mile fun walk.

The honorary chairman of AIDS WALK Washington is President Clinton; co-chairs are the First Lady and Vice President and Mrs. Gore.

The goal of the event is to promote HIV awareness in the Nation's Capital, and to raise \$1.7 million for AIDS services, education, and research. AIDS WALK Washington has received permission from the Office of Personnel Management to conduct fundraising within the federal workplace.

For more information, or to obtain a pledge sheet, employees may contact Tom Sachs, 366-1423. All contributions are tax deductible.

Rest/Duty Time. A new regulation that for the first time sets length of duty time and minimum rest requirements for the nation's 85,000 flight attendants was announced recently by DOT Secretary Federico Peña.

Under the new FAA regulation, flight attendants are provided at least nine hours of scheduled rest for duty periods lasting up to 14 hours within a 24-hour period. If longer duty periods

occur, specific rest periods and the size of the flight attendant crew must also increase. The new rule also provides flight attendants with a 24-hour rest period every seven calendar days.

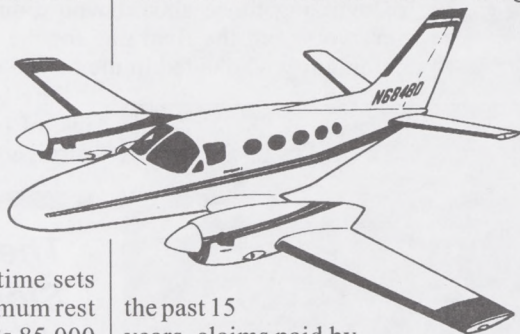
FAA Administrator David Hinson said, "since regulations specify the number of flight attendants required to be on board aircraft and their role in emergency situations, it makes sense to establish work and rest periods for them. This new regulation provides flight attendants with the type of reasonable duty limitations and rest provisions afforded to other essential flight personnel."

The new rule provides options and flexibilities for the airlines—for example, they may choose to apply the same rest and duty rules used for pilots to flight attendants.

Airlines are required to comply by March 1, 1995.

Product Liability. President Clinton recently gave a lift to stalled sales of small, private and corporate aircraft when he signed legislation which is expected to boost the depressed general aviation manufacturing industry.

The General Aviation Revitalization Act of 1993 puts time limits on lawsuits for death, injury, and property damage brought against manufacturers of small aircraft. During



the past 15 years, claims paid by the industry have risen dramatically, forced up the price of aircraft and caused production to decline.

The law establishes an 18-year time period after which manufacturers of general aviation aircraft and components could no longer be held liable for accidents involving airplanes

they had produced.

"General aviation has endured recessions, higher fuel bills, and the investment tax credit, but ever-increasing costs arising from product liability lawsuits have been an important factor in the declining production of general aviation aircraft," said FAA Administrator David Hinson. "While this alone won't turn things around, this is a good law that will help create jobs and revitalize general aviation."

The impact of the new law is expected to create thousands of jobs in general aviation manufacturing, service, maintenance and related industries, according to the General Aviation Manufacturers Association.

In 1993, U.S. general aviation manufacturers sold only 964 airplanes—one of the lowest totals since World War II. That's down from 17,811 in 1978.

Product liability reform is one of many initiatives designed to restore vitality to the industry.

New Laboratory. The FAA's Software Engineering Specialty Group (SESG) recently sponsored the opening of the agency's first software engineering consultation laboratory in the Portals building.

The lab provides the agency with a centralized location for software engineers to evaluate software tools that were developed by the SESG, or acquired from other government agencies. Other services offered at the lab include consultation and assistance with the group's various software tools, software capability evaluations, and review and comment on software sections of requests for proposals.

All agency organizations are encouraged to use the lab. For more information, contact Shirley Ginwright, (202) 287-2643.



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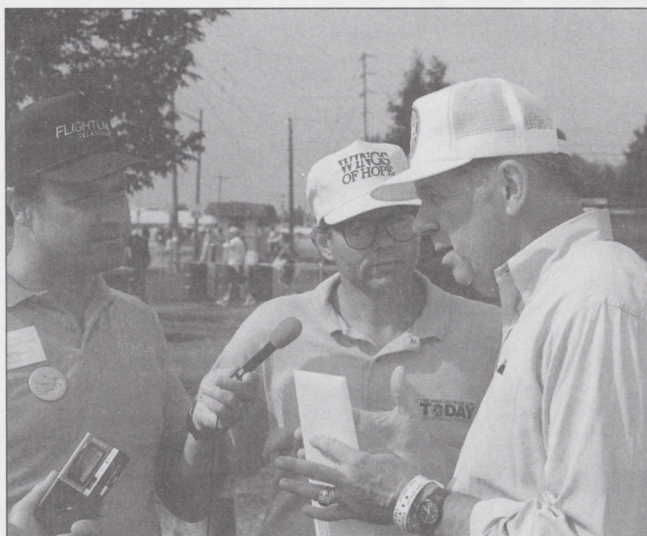
Promoting Safety

Hinson Addresses General Aviation Community at Oshkosh

Referring to the 42nd annual Experimental Aircraft Association Fly-In and Convention held recently in Oshkosh, WI, FAA Administrator David Hinson said, "It's events like this that keep us all constantly aware of what general aviation means today in our national life, and what it needs tomorrow if it's to have a place in our nation's future."

As keynote speaker at the event, Hinson reinforced the importance of general aviation safety to the entire aviation community, telling participants that "working together, we can succeed in making general aviation fully as safe as commercial aviation."

Hinson talked about the agency's General Aviation Action Plan, calling it "a comprehensive, coordinated plan of action, supported by the entire general



FAA Administrator David Hinson, right, and DOT Secretary Federico Peña field questions from an Experimental Aircraft Association Today reporter at the recent Fly-In and Convention in Oshkosh, WI.

aviation community." He outlined the five objectives of the plan: improving safety; lowering the cost of flying; developing new research and develop-

ment products for general aviation; guaranteeing access to the system; and providing low cost, user friendly service.

Hinson also spoke about the proposed United States Air Traffic Services Corporation, saying that "everyone with a stake in aviation should welcome and support this proposal, for it will benefit us all." The corporation, he said, would benefit passengers, air carriers and airports, and the tax-paying public, as well as all general aviation pilots.

He also reinforced the federal government's resolve to protect and promote the interests of general aviation, saying that "the extinction of general aviation would mark the loss of the founding spirit of American aviation."

Headquarters Intercom

August 30, 1994
No. 94-31

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Editorial Assistant

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Employees Beware

FAAers Urged to Safeguard Property

FAAers located in the Headquarters building are urged to take extra steps to make sure personal property and government equipment are safeguarded.

During the past few months, several thefts have been reported. In some cases, employees' wallets were stolen from their pocketbooks while in a closed desk drawer.

Employees are advised not leave personal property unattended. The government is not responsible for property loss.

Here are some tips to safeguard property.

Never leave a wallet in a coat pocket hanging on a coat rack. Never leave a purse under a desk or in an unlocked drawer. Take it with you or keep it in a locked file cabinet.

Security officials say it is the responsibility of individual users to safeguard high-value equipment and software, such as computers—especially laptop versions—by keeping them properly secured when unattended.

Lock equipment in a secure room or secure it with an approved cable tie-down or similar locking device.



Safety Hotline

Reporting Unsafe Aviation Situations

More than 9,200 reports have been received by the FAA safety hotline since its inception in 1985.

Managed by the Associate Administrator for Aviation Safety's Office of Integrated Safety Analysis, the agency's Aviation Safety Hotline—1-800-255-1111—provides the aviation industry and the public a means to report unsafe aviation situations, improper record keeping, or safety violations. Callers are given anonymity, if requested.

The hotline data base provides FAA safety personnel and maintenance inspectors a source for integrated safety analysis of unsafe maintenance and aircrew practices, pilot and groundcrew service errors, runway incursions, airport security violations, alcohol or drug abuse by airmen, and sometimes provides indications of labor/management issues, such as pending airline employee strikes.

The FAA may take enforcement action when investigations substantiate that an unsafe condition exists, a violation of Federal Aviation Regulations has occurred, or a company fails to comply with its approved operations specifications or maintenance procedures.

An average of between seven and 10 percent of hotline reports result in the initiation of an enforcement investigative report. Approximately three times that amount result in other corrective actions taken.

Retirement Information

The retirement estimate telephone system—800-888-4412—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

Mixed Bowling. The FAA mixed bowling 1994-95 season begins *Wednesday, September 7*, at 6:15 p.m. at Bowl America Duke, Alexandria, VA.

Individual bowlers, as well as teams of five or more, are welcome to join. Non-DOT bowlers are also welcome.

For more information, contact Darlene Hickox, x78730.

EPG Nominations. The Headquarters Employee Participation Group will hold its annual elections on *Wednesday, September 7*, in the Round Room, at 9:30 a.m.

The group is accepting nominations for the offices of Chair, Vice Chair, and Recording Secretary.

All employees are invited to nominate a candidate or to run for an office. Nominations should be sent to Carolyn Dunn, AAA-300, x78082.

Better Briefings. The FAA Club of Toastmaster's International is sponsoring a lecture on "Improving Briefing Techniques" on *Thursday, September 15* in the FAA auditorium, at 10:00 a.m.

Keynote speaker is Ray Kelly, an FAA retiree, and long-time member and instructor for Toastmaster's Inter-

national. He is also a formal member of the FAA Technical Center's Speaker Bureau.

All employees are invited to attend.

AF Awards Program. The fifth annual Airway Facilities National Honorary Awards for Excellence Program will be held *Wednesday, September 7*, in the FAA Headquarters auditorium, at 10 a.m.

A social gathering will be held prior to the ceremony in conference room 5ABC, beginning at 9 a.m.

The ceremony will honor Headquarters nominees and recipients of awards under the Airway Facilities peer nomination program.

Open House. The FAA's Office of Information Technology invites all employees to attend an Open House in their Applied Technology Lab, room 635; training room, room 609; and corporate E-mail facility, room 609B, on *Tuesday, August 30*, between 10 a.m. and 12 noon.

For more information, contact Ginny Harris, x77160, or Tim Ryan, x79983.





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

Headquarters Intercom

Top Ten

FAAers Identify Most Outstanding Aircraft

Challenged to choose history's ten most outstanding U.S. civil aircraft, FAA employees submitted ballots on which over 150 different aircraft types were designated. Participants based their selection on the aircraft's positive impact on the progress of aviation, and many included comments to support their choices.

The number one choice was the **Douglas DC-3**, which first flew on December 17, 1935, and became one of history's most effective aircraft. It was the first transport that allowed airlines to shed



The Douglas DC-3, FAAers number one choice for outstanding U.S. civil aircraft.

Turn to pages 4 and 5 to see and read about other "outstanding" aircraft throughout history, as recorded by FAA employees.

their dependence on payments for carrying mail and to begin basing their profits squarely on passenger operations. The Bureau of Air Commerce certificated the DC-3 on May 21, 1936, and during the next month American Airlines received the first delivery, a DST version with berths that the airline later used to launch a coast-to-coast "skysleeper" service. In August, American also became

the first to receive the standard DC-3, which could seat up to 21 passengers. According to one estimate, DC-3s were carrying over 90 percent of the world's airline travelers as early as 1939. When production of the

DC-3 and its modifications ended in 1945, 10,926 aircraft had been built, 803 of them as commercial airliners. The rest were military versions that made an invaluable contribution to victory in World War II.

Strategic Management

Flight Standards Streamlines for Effectiveness

The Flight Standards Service's fourth annual Strategic Management Conference "helped establish the direction for the organization in light of reduced human and fiscal resources, and accomplish the realignment requirements imposed by the National Performance Review," according to Director Thomas Accardi.

The theme of this year's conference was "Streamlining for Effectiveness." Flight Standards managers attending the conference reviewed

work programs and organizational priorities in light of reduced federal resources and realignment required by the National Performance Review (NPR).

"We can't just streamline by simply reducing our numbers," said Accardi. "We have to determine how we can do our jobs more effectively."

Robert Stone, project director of the National Performance Review, was the conference's keynote

turn to **Streamlining** on page 8

Highlights

Recognizing Employees. DOT Secretary Federico Peña has declared November 3 Employee Recognition Day to strengthen the "DOT team."

Peña will combine this event with the Secretary's Annual Awards Ceremony to give employees an opportunity to share their successes with co-workers and customers, and to participate in celebrations throughout the department. Employees will be recognized for teamwork, customer focus, quality, and innovation.

Various activities will be held throughout the department to recognize employees on this day.

Cycle Ending. The Office of the Assistant Administrator for Human Resource Management's Senior Executive Resource Staff, AHR-20, reminds all agency Senior Executive Service (SES) members that the 1994 SES performance appraisal cycle is coming to an end.

Both performance appraisals and recertification forms are due to AHR-20—after coordination with the SESers appropriate executive director or associate administrator—by Friday, September 16.

Headquarters Intercom

September 6, 1994
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Acting Administrators. Acting regional administrators have been named in the Western-Pacific and New England Regions.

New England's Deputy Administrator Robert Bartanowicz will serve in New England's top slot until a permanent replacement is named to backfill behind Arlene Feldman, who was recently named as regional administrator in Eastern.

Larry Andriesen, currently Western-Pacific's deputy administrator, will temporarily replace Carl Schellenberg in Western-Pacific, who is acting as the agency's architect for streamlining in Washington Headquarters.

Fewer ATAs. As part of the effort to streamline agency operations, there will soon be fewer air traffic assistants (ATAs) in facilities across the country.

Based on the results of a study conducted jointly by the FAA and the National Association of Government Employees—the union that represents air traffic assistants—a determination was made to reduce the number of air traffic assistant positions. Right now, the agency plans to keep about 370 of these positions agencywide, while cutting approximately 180. Some of the affected employees will be placed in other agency positions—others will be part of a reduction-in-force.

The team conducting the study consisted of three union and three management representatives. They assessed agency requirements for air traffic assistant positions as they visited the various air traffic facilities throughout the country. As part of the study, a survey was sent to all air traffic assistants, first-line supervisors, and 20 center managers to determine the effects of reducing or eliminating the positions.

Accessing Diversity. Accessing FAA's "diversity notes" is a simple and fun task.

John Ogden, Training and Career Development Branch manager, maintains this regularly updated feature in cc:Mail, offering valuable tips and discussing relevant issues on diversity.

The information can be found under

the "Bulletin Board" heading on the left of the cc:Mail main menu. Organizations must have a valid FAA network post office address to gain access.

If "diversity notes" can't be found, employees should contact their cc:Mail system administrator and ask for access. They, in turn, can contact Deborah Blakey, (202) 267-7506, to place their organization's post office in the "notes" network.

Surviving Change. The National Hispanic Coalition of FAA Employees recently hosted its eleventh annual national meeting in San Antonio, TX.

Keynote speaker was DOT's Director of the Executive Secretariat Margarita Roque, who spoke on this year's theme, "Surviving Change in the 90s." Several top agency managers—including Executive Director for System Operations Monte Belger, Associate Administrator for Air Traffic Bill Jeffers, Assistant Administrator for Human Resource Management Herb McLure, Associate Administrator for Airway Facilities Archie Archilla, and Flight Standards Service Director Tom Accardi—attended the conference and spoke on the changes in their organizations.

Attendees participated in training workshops, and heard speeches and panel presentations by various FAA executives during the three-day event.

Mentoring Program. Airway Facilities recently introduced a one-year pilot developmental mentoring program to assist in the career development of its Headquarters employees.

The program solicits mentees from the organization's GS-1 to GS-14 non-supervisory work force, and mentors from its GS-3 through the Senior Executive Service levels.

When paired, the mentor and mentee



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work together to reach specific career-related goals and provide each other with sufficient feedback to ensure the goals are reached. The pair, along with the mentee's supervisor, also participate in a one-day training/orientation session and a quarterly workshop. In addition, the mentee will have the opportunity to participate in monthly developmental activities.

The principal goals of the program are: to build a structured means of support and assistance for Airway Facilities employees with career development decisions; to develop/enhance present skills and abilities of the participants; and to further promote the philosophy that career development is not just upward, but horizontal as well.

For more information on the program, contact Kathy Ponchock, (202) 267-3017.

Managing for Results. With the recent enactment of the Government Performance and Results Act of 1993, federal agencies will be required to plan strategically; develop goals that are outcome-focused; consult with customers when developing strategic plans; and develop performance plans that look to intended results, not just inputs and outputs.

Major features of the legislation will be piloted in phases by several federal agencies. The FAA's Airway Facilities organization was selected by the Office of Management and Budget as one of four pilot groups within the DOT to test three-year projects in performance measurement and reporting beginning in fiscal year 1994.

To make it possible to manage for results, agencies will be able to propose temporary waivers from requirements that dictate staffing levels, and compensate and restrict funding transfers. If successful, the waivers can be made permanent.

Agencies must also submit five-year strategic plans to the Office of

Management and Budget beginning in fiscal year 1997, and performance plans beginning fiscal year 1999. The strategic plan must include a comprehensive mission statement, and describe how goals and objectives will be achieved, how performance goals relate, any key external factors, and how evaluations will be done. The agency performance plan must include measurable performance goals (or alternatives), and describe what is needed to meet the goals and performance indicators, and a basis for comparing results with goals.

Software Forum. Emmett Paige, Jr., assistant secretary of Defense for Command, Control, and Communications and Intelligence, recently spoke to FAAers on software reuse as part of the agency's Software Engineering Forum.

Paige began by saying that "software is the Achilles' heel of many of our systems and must be reliable, flexible, reusable, available, and inexpensive."



Emmett Paige, Jr.

He said that the Department of Defense will use commercial off-the-shelf software whenever possible, and it will depend on the marketplace for lifecycle maintenance and support. "There is no reason," he said, "for us to develop software and be responsible for its updating and maintenance when the commercial base and demands form the marketplace

will cause industry to do that."

As far as software development is concerned, Paige told the audience that the government needs to step back and get a bigger picture of the software it produces, and build architectures and frameworks to facilitate the acquisition and development of reusable software.

The next Software Engineering Forum on "Managing Technological Change" is scheduled for Wednesday, October 5. For additional information, contact Shirley Ginwright, (202) 287-2643.

Direct Routes. Airlines are expected to save tens of millions of dollars over the next few years as the FAA expands its National Route Program, allowing pilots to fly more direct, fuel efficient routes between more U.S. cities.

The agency recently expanded the already successful program by adding 28 new city pairs—defined departure and destination points between which the pilot can select the most advantageous route. Pilots can now select and use the most cost effective routes between a total of 104 city pairs frequently used by airlines, as well as general aviation aircraft. Instead of flying a route fixed by the FAA, pilots can request permission to fly a "great circle route"—the shortest distance between two points, or take advantage of tailwinds or avoid headwinds.

Acquisition Manual. The Office of the Associate Administrator for Contracting and Quality Assurance reminds employees that the Federal Aviation Acquisition Manual (FAAM) outlines various procurement policies and procedures, and includes 21 issuances on different procurement topics.

Most existing orders/directives on procurement issues will eventually be replaced by FAAM issuances—both are distributed in the same manner.

To receive copies of FAAM issuances, employees may contact their organization's directives management officer.

2 Boeing 747



Boeing 747

The Boeing 747 led the world into the era of wide body jet transportation. The aircraft made its first flight on February 9, 1969, and gained certification in December. Powered by four turbofan engines, each rated at 43,500 pounds of thrust, the plane had a maximum takeoff weight of 710,000 pounds and a seating capacity that ranged up to 490 passengers. Pan American World Airways, which placed the initial order for 747s in 1966, became the first carrier to place the aircraft in service with a takeoff from New York for London on January 22, 1970. The 747 quickly earned a starring role in the heavy transport class, and 914 of the aircraft were in airline service worldwide at the end of 1993.

3 Boeing 707

Although not the world's earliest turbojet airliner, the Boeing 707 was the first to be manufactured in the United States and its success marked the true onset of the jet era. A four-engine plane with a maximum capacity of 189 passengers and a range of over 6,000 miles, it first flew on

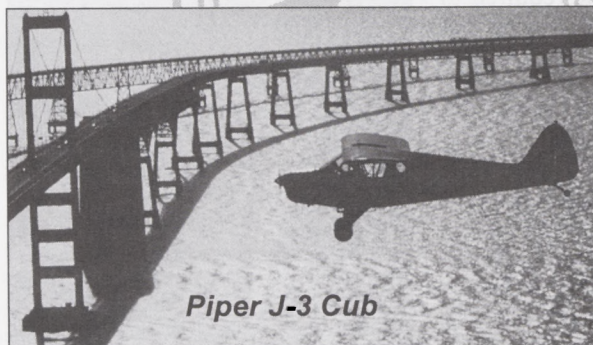


Boeing 707

December 20, 1957. Pan American World Airways used the 707 to inaugurate U.S. scheduled jet service on October 26, 1958, flying between New York and Paris. Less than two months later, leased 707s operated by National Airlines began the earliest U.S. domestic scheduled jet service. Boeing built 857 of the 707s, selling the last as a radar surveillance plane in 1991.

4 Piper J-3 Cub

In the depression years, Taylor E-2 and J-2 Cubs attracted a following among those interested in light aircraft priced to suit the times. After C.G. Taylor sold his interest to his partner William T. Piper, Sr., the renamed Piper Aircraft Corporation introduced a perfected J-3 Cub in 1938. The J-3s were ideal trainers and personal aircraft, easy to fly and economical to maintain. Delivered with a coat of distinctive yellow paint, these



Piper J-3 Cub

uncomplicated two-seaters were soon a familiar sight at general aviation airports. During World War II, they proved their worth for reconnaissance, directing artillery fire, and a host of other tasks. Piper produced about 20,000 of the J-3s before ceasing production in 1947. The classic Cub's successor was the more powerful PA-18 Super

Cub, which also achieved enormous popularity as a versatile utility aircraft.

5 Boeing 727

The Boeing 727 first flew on February 9, 1963, and received its certification in December. A three-engine jet airliner of short/medium range, it had a basic capacity of 94 and a maximum capacity of 119 passengers. The plane entered scheduled airline service with Eastern Airlines on February 1, 1964. Writing eleven years later, historian Laurence K. Loftkin concluded that the 727 was, by any standard, "the most successful jet transport aircraft yet produced." Loftkin noted that the aircraft was prized for its

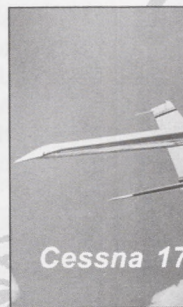


Boeing 727

adaptability and ability to perform well on relatively short runways, and that it was in use all over the world by some 85 airlines. U.S. air carriers alone were operating 1,246 of the 727s in the peak year of 1988, and the aircraft remains a leading component of the global airline fleet.

6 Cessna 172

In 1956, the Cessna Aircraft Company made changes to its model 170B that included tri-cycle landing gear for easier ground handling, thus creating the phenomenally popular model 172. The first of the 172s to carry the familiar name Skyhawk was a deluxe version introduced in 1961 with such features as wheel fairings and extra panel room



Cessna 172



Wright Flyer

EN AIRCRAFT

for instruments. Later changes for the series included the introduction of an aft cabin window for improved visibility in 1963. Through 1986, when production was discontinued, sales of all 172 versions built in the

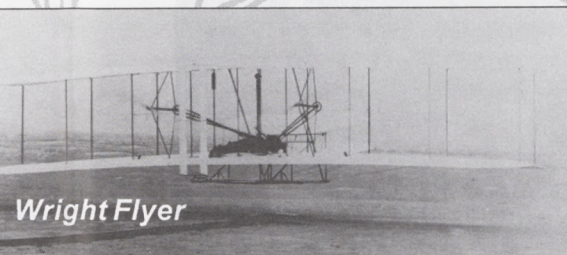


Cessna 172

United States totaled about 37,000, an unsurpassed record.

7 Wright Flyer

The world's first successful airplane was 21 feet long and had two 40-foot wings with wooden ribs and a surface of tightly woven muslin. Its dual propellers were turned by an engine that generated just over 12 horsepower. The pilot lay prone, operating the forward "elevator" with a lever. By moving his hips, he could also shift a "cradle" attached to wires that controlled the twin rudders and the flexible wingtips. Wilbur Wright ran beside his brother Orville as he moved down a monorail track to make the initial takeoff on December 17, 1903. The longest flight made that day covered 852

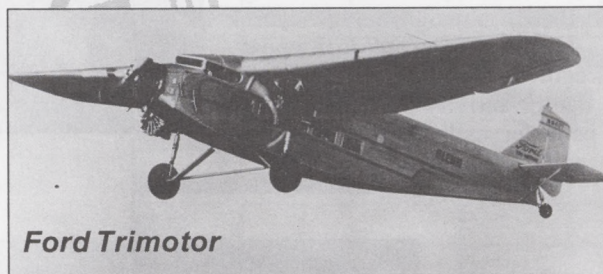


Wright Flyer

feet and lasted less than a minute. The air age had begun, however, and in less than five years the Wrights were able to keep their latest Flyer aloft for over an hour.

8 Ford Trimotor

By 1926, aviation had made remarkable strides but was still far from providing reliable passenger transportation. Two factors that gave U.S. aeronautics a boost in that year were the beginning of Federal safety regulation and the appearance of the Ford Trimotor, which made its first flight on June 11. The plane was a descendent of a single engine transport designed by Bill Stout. After buying Stout's firm, the Ford Motor Company perfected the famed 4-AT three-engine version, widely known as the "Tin Goose." A high-wing monoplane with all-metal construction and a corrugated skin, the Trimotor offered travelers a noisy ride but new standards of dependability. The



Ford Trimotor

original model seated eight passengers, later increased to twelve, and the improved 5-AT seated up to thirteen passengers. The Trimotor became a workhorse for U.S. airlines and remained in production until 1933.

9 Lockheed Constellation

In 1939, Lockheed began designing its graceful, four-engine Constellation for airline service, but wartime needs meant that it first took to the skies as the C-69 military transport. A few days after Japan's surrender, Lockheed announced that air carriers had already ordered over 100 of the Constellations, initially converted to civil use as the model L-049. The "Connie" entered commercial passenger service on January 14, 1946, with Pan American. Model L-649, the first manufactured entirely for civil use, carried

60 passengers with a cruising speed of 300 miles per hour and could fly over 3,000 miles nonstop with an 8 ton payload. The Constellations held their place for years as world leaders in the long range transport class,



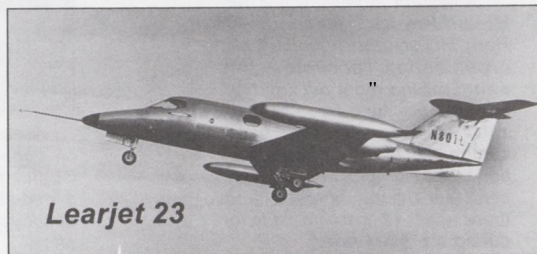
Lockheed Constellation

helping to establish America's dominant position in postwar aviation.

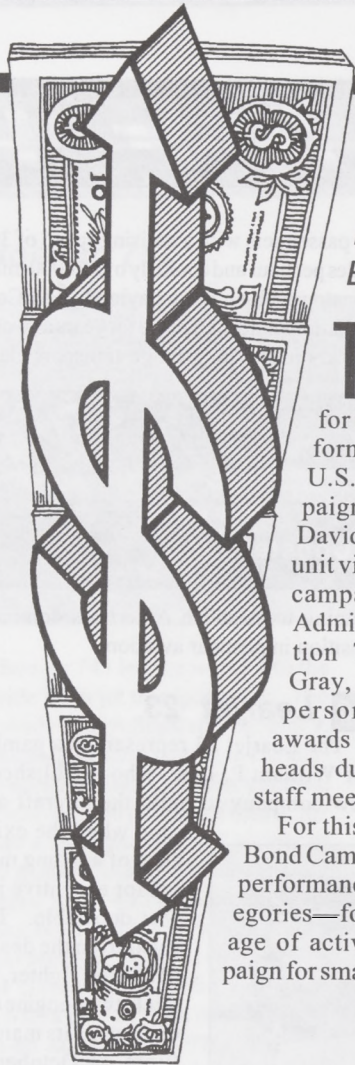
10 Learjet 23

The Learjet 23 represented a gamble for William P. Lear, who established a new company to build the aircraft at a time when the existence of a strong market for executive jets was debatable. Derived from the design of a Swiss fighter, the sleek, twin-engine aircraft made its maiden flight on October 7, 1963. FAA certificated the aircraft in

July of the following year, and in October the company made its first delivery and had firm orders for 76 more. Lear's venture had helped to pioneer a new category of aircraft and an efficient means of corporate travel. A highly successful series of similar aircraft was continued by the company, which became the Gates Learjet Corporation in 1969. By 1977, the firm had delivered 700 Learjets which represented about a quarter of the global business jet fleet.



Learjet 23



Money Well Spent

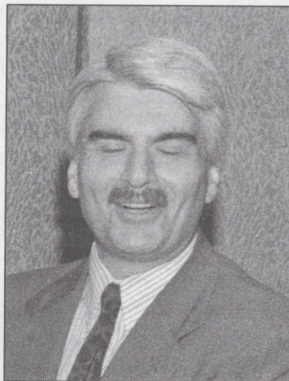
FAA Organizations Recognized for Bond Campaign Efforts

Three agency organizations were recognized recently for their outstanding performance during the 1994 U.S. Savings Bond Campaign. FAA Administrator David Hinson, the agency's unit vice chairperson for the campaign, and Assistant Administrator for Information Technology Theron Gray, area campaign chairperson, presented the awards to the organizational heads during a recent senior staff meeting.

For this year's U.S. Savings Bond Campaign, the agency had performance awards in three categories—for the highest percentage of activity during the campaign for small, mid-size, and large

organizations. Within each category, the Office of Information Technology looked for the most outstanding performance in bond activity during the campaign—not simply the organization with the highest total percentage of bond holders.

The organizations recognized were:



The Office of the Executive Director for System Development was recognized for the most outstanding performance by a small organization during the savings bond campaign. Accepted by Acting Associate Administrator for Contracting and Quality Assurance Dennis DeGaetano, the award noted that of the organization's eight employees, 75 percent were bond holders, and there was 100 percent activity during the 1994 effort.



Assistant Administrator for Human Resource Management Herb McLure, on behalf of his organization, accepted the award for the most outstanding performance by a large organization during the savings bond campaign. With an organization of 261 employees, 35 percent were bond holders, and there was 12 percent activity during the 1994 effort.



Associate Administrator for Aviation Safety Charles Huettnner, right, accepted a plaque on behalf of his organization from FAA Administrator David Hinson and Associate Administrator for Information Technology Theron Gray for the most outstanding performance by a mid-size organization during the savings bond campaign. With an organization of 57 employees, 51 percent were bond holders, and there was 23 percent activity during the 1994 effort.

Taking Action

Headquarters Intercom Readership Survey Results In

As part of a large scale effort to improve employee communications, the Office of Public Affairs recently asked Headquarters employees what they thought about the Headquarters *Intercom*.

The results have been compiled and analyzed and here's what employees had to say.

More than half of the respondents said they always read the publication, while one-quarter said they read it often. That translated into an 85 percent readership rate.

When asked how valuable the publication is as a communications tool, almost half said very, while another 18 percent said extremely.

An overwhelming 72 percent said *Intercom* should remain a weekly publication, and almost all agreed that its readability is about right.

Thirty-six percent said that the information contained in the publication was very timely, while 58 percent said "somewhat." Almost all respondents approved of the length of the articles.

In general, more than half of the respondents rated the sections of the publication—such as Highlights, Healthbeat, Flightplan—as good, while 21 percent rated them excellent. The value of the information in Highlights was similarly endorsed.

The majority of FAAers rated the publication's layout and design as excellent or good.

When asked how often they would read *Intercom* if it were transmitted over cc:Mail, most employees indicated that they would. In fact, only 14

percent said they would never access it. Many employees, however, expressed concern over an electronic *Intercom*. They felt the loss of photos would detract from the publication. Several employees noted that they took the publication home to read due to time constraints at work.

The Office of Public Affairs has been working with the Office of Information Technology to transmit the

general aviation, civil rights, diversity, and awards and recognition.

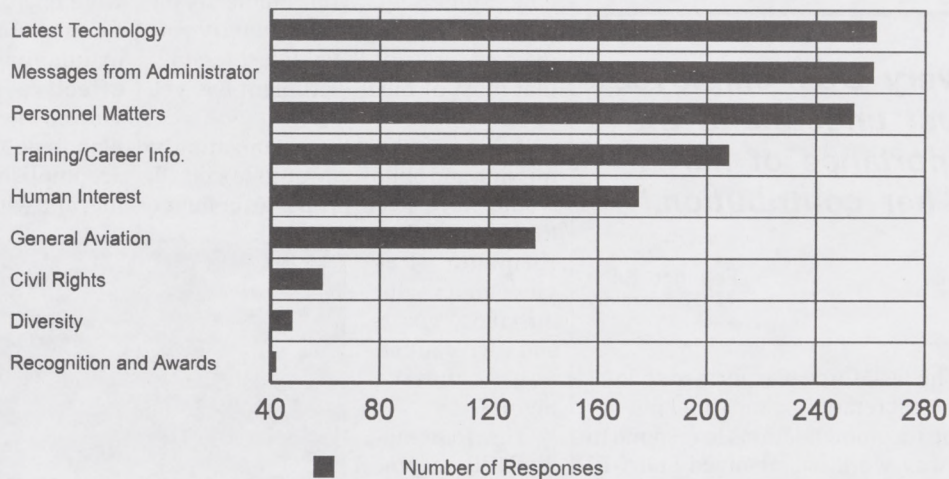
To bring employees the information they indicated the most interest in, the editor of Headquarters *Intercom* will be working closely with newly-established organizational contacts.

Finally, some employees expressed concern about the cost of publication.

Although costs vary, depending on

Headquarters Intercom Reader Survey

Most Popular Subject Areas



publication electronically for some-time now. The aim is to have an electronic *Intercom* within the next year. While testing the new procedure, a hard copy of the publication will continue to be circulated. After a year, this new way of doing business will be looked at and a final decision made on the transmission process.

When asked to rank nine subject areas in order of interest, employees placed latest agency technology at the top of their list. Next was messages from the Administrator, followed by personnel matters, training/career opportunities, human interest,

the number of issues and pages and photos contained within, the annual estimated cost for publication is \$15,600—an average cost of \$325 for each issue.

More than 6,800 readership surveys were distributed, with a response rate of 18 percent. About one-third of the respondents provided written comments.

The Headquarters *Intercom* staff thanks the employees who took the time to complete the survey. The information provided will be used in planning future issues of the publication.

Important Contributions

Maintaining Organizational Excellence at the DOT

The DOT task force on the secretarial occupation—chartered several months ago by DOT Secretary Federico Peña—recently adopted a vision statement for secretarial work that embraces the spirit of a reinvented government. It reads:

The Department of Transportation's secretaries are staff associates who manage information and work processes to achieve organizational effectiveness and promote excellence in customer service.

According to Peña, the statement is "highly consistent with our new Strategic Plan," and, he said, "I adopt their vision for the entire Department."

'Every DOT employee must understand the importance of his or her contribution.'

Federico Peña
DOT Secretary

The task force was formed to look at the secretarial occupation and develop recommendations to respond to the way work has changed and will continue to change in the Department.

Peña said that if "we are to reach and maintain the levels of organizational excellence to which we all aspire, every DOT employee must understand the importance of his or her contribution."

"In the work force of the future," he continued, "we must cast aside our stereotypes about secretarial work as being limited to typing, filing, answering the phone, and keeping the calendar, and we must also recognize that technology, teamwork, and a commitment to customer service have changed everyone's role, not just the secretary's."

Peña charged the heads of operating administrations and secretarial officers with the responsibility of developing and implementing concrete strategies for involving secretarial staff associates in ways that will ensure their recognition as full, partici-

pating members of their work teams, and that will increase their understanding of the mission and functions of their particular organization and the Department.

Progress reports will be called for early next year.

Streamlining *from page 1*

speaker. He told the group that they had in fact, for some time, been working on some of the things that the NPR says organizations should start working on. Citing Flight Standards strategic planning efforts to date, Stone said, "your emphasis on partnerships with the community you oversee is one of the greatest lessons that most of the government has yet to learn."

After reviewing the organization's mission and philosophy, Stone said, "I would have been proud to conduct the National Performance Review under your missions, goals, and what you call your cohesive themes."

The four major NPR recommendations—cutting red tape, putting customers first, empowering employees for results, and getting back to basics—have been standard operating procedure for Flight Standards for some time, according to Accardi.

FAA Administrator David Hinson, who served as guest speaker, commended Flight Standards for their streamlining efforts, and applauded the organization and the entire FAA

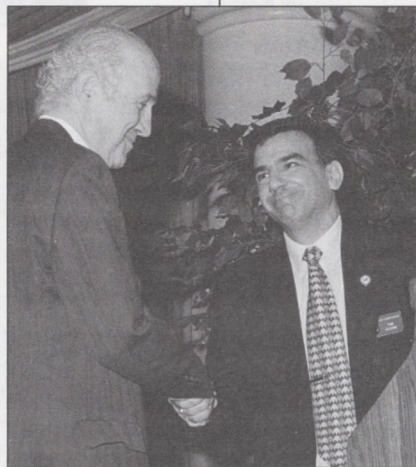
for "the new direction the agency is taking in being responsive to its customers and its part in re-engineering efforts."

During the conference, managers participated in workshops where they were charged with developing ideas for streamlining the organization while maintaining its already high level of effective performance. They reviewed the organization's strategic plan to determine what aspects were accomplished, what needed updating, and what could be dropped. They

also reviewed the 1994 operating plan, and proposed additions for the upcoming 1995 plan.

Closing the conference was Associate Administrator for Regulation and Certification Tony Broderick, who told the group that he saw himself "as a broker for all of the good work that you do, to some of the people that I deal with on the Hill

and in the media." He commended the organization's streamlining efforts saying, "the kind of rethinking the way we do business is going very well. I really appreciate the effort you're putting into it."



Flight Standards Service Director Tom Accardi, right, thanks National Performance Review Project Director Robert Stone for his participation in the organization's fourth annual Strategic Management Conference.



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

Headquarters Intercom

Quality First

Grand Forks AFSS Receives Agency's Quality Improvement Award

Employees of the Grand Forks, ND, Automated Flight Service Station were recently touted by FAA Administrator David Hinson for "significantly improving the level of service to the flying public," as he presented the group with the agency's Quality Improvement Award for fiscal year 1993.

The facility was recognized for their overall efforts in bringing the highest possible quality services to its customers. During the official awards ceremony in Grand Forks, the Administrator praised the team for "displaying the best of FAA values, management, and teamwork." He also stated that their "hard work and demonstrated results" are goals throughout the agency.

Selected from among 16 nominees agencywide, the facility has the distinction of being a second time winner of the award, receiving the first one in 1989.

The automated flight service station—which provides emergency services and necessary preflight and inflight air traffic services to pilots throughout North Dakota—scored well in all criteria categories, particularly in "customer focus" and "results of quality improvement efforts." Significant

accomplishments included: the facility's participation in 36 customer outreach activities that reached about 90 percent of all registered North



Receiving the award from FAA Administrator David Hinson are, left to right, Grand Forks AFSS Manager Bob Fishman, SUPCOM representative David Christy, and NAATS facility representative Gary Ellingson.

Dakota pilots; increasing to 96 percent pilot calls answered within 20 seconds; and reducing the maximum call waiting time for pilots by 28 percent.

"Such improvements are not easy to achieve," said Hinson. "They require a commitment from management and the sustained dedication of the entire team."

Accepting the award for the 49 facility employees were: Bob Fishman, automated flight service station manager; Dave Christy, SUPCOM representative; and Gary Ellingson, facility

turn to **Quality** on page 4

Highlights

Pozesky Retires. After 32 years of government service, Associate Administrator for System Engineering and Development Marty Pozesky announced his retirement effective September 30.

Pozesky joined the FAA in 1971, after nine years with the Department of the Navy. He began his agency career as an engineer in the Office of System Engineering Management. Other positions included: chief, Communications Division; deputy director, Systems Research and Development Service; director, Program Engineering and Maintenance Service; and associate administrator for NAS Development.

He was appointed to his current position in 1990, with responsibility
turn to **Highlights** on page 2

Managing the Environment

FAA Puts Pollution Prevention Plan in Motion

The Office of Environment and Energy's Hazardous Materials and Special Projects Staff has taken the lead in the FAA's pollution prevention effort, in response to an executive order calling for a 50 percent reduction of toxic emissions from federal facilities by December 31, 1999.

The order, signed by President Clinton, aims to ensure that the federal government makes significant contributions toward protecting public health and the environment by stopping pol-

turn to **Pollution** on page 3

Highlights from page 1

for the Capital Investment Program, as well as the Research, Engineering, and Development Program, advancing such technologies as the Global Positioning System, Traffic Collision Avoidance System, data link, and Terminal Doppler Weather Radar.

New Managers. As part of the major restructuring of the agency's efforts to modernize air traffic control, the FAA recently announced the appointment of three new managers for automation programs.

Robert Valone, program director for the Advanced Automation System, named Joann Kansier to head terminal automation systems, Jeff Hmara to run enroute automation systems, and Bob Voss to oversee tower automation systems.

Kansier comes from the FAA's National Airspace System Communications Development organization, where she was a program manager. In her new position, she is in charge of automating air traffic services for arriving and departing planes—air traffic activity within a 50 mile radius of an airport.

Hmara was most recently program manager of the National Oceanic and

Atmospheric Administration's Advanced Weather Interactive Processing System. He is now in charge of the FAA plan to automate air traffic services at the nation's 22 enroute centers which handle all airspace outside of airports.

Voss, a 23-year veteran of the FAA, was manager of the agency's program to provide systems to train tower and center controllers as new software equipment went on line. He and his office are now working on automating air traffic services at airport towers and in the immediate airport area.

Reauthorization Bill. FAA Administrator David Hinson recently announced that President Clinton's authorization of legislation funding \$29 billion for FAA programs through fiscal year 1996 represents an important commitment by Congress and the administration to strengthen U.S. aviation.

The new law authorizes: \$6.5 billion for airport improvements; \$7.9 billion for facilities and equipment; \$850 million for research, engineering and development; and \$14 billion for operations. The legislation also includes a five-year term of office for future FAA Administrators.

Passage of the new law authorizes airport improvement program funding at \$2.105 billion for 1994, \$2.161 billion for 1995, and \$2.214 for 1996. Facilities and equipment funding is authorized at \$2.524 billion, \$2.67 billion, and \$2.735 billion. Research, engineering and development is authorized at \$297 million, \$266.8 million, and \$280.14 million. Funding for FAA operations is authorized at \$4.576 billion, \$4.674 billion and \$4.81 billion.

Capacity Indicators. The FAA recently held the first in a series of forums with government and industry experts designed to develop a standard to measure aircraft delays and aviation system capacity.

Called the National Capacity Indicators Forum, the meeting was held in the DOT Headquarters building in Washington, DC.

In the past, measures for delays and

system capacity have been difficult to standardize because government and industry calculate the data in different ways. This makes it difficult to plan for future airport expansion and the construction of new airports, as well as airspace restructuring.

The agency committed to address this issue in its strategic plan, which was released in March of this year. Topics addressed at the forum included the size of the capacity problem at major airports around the country, which airports have the greatest delays, and how well current programs have increased capacity and reduced delays.

Amazon Surveillance. Aided by the efforts of the FAA's Office of International Aviation, the newly-established interagency Trade Promotion Coordinating Committee helped win a \$1.2 billion contract for the U.S.-based Raytheon Consortium to develop Brazil's Amazon Surveillance System.

The system—known in Brazil as Sistema de Vigilância da Amazonia, or SIVAM for short—will provide satellite communications and navigation assistance, air traffic control, and weather radar information over an area of the Amazon which is roughly half the size of the United States.

During committee meetings, the FAA was represented by Office of International Aviation Director Joan Bauerlein, and International Service Specialists Rita Perrotti and Gene Kingsbury. They highlighted the wide range of technical assistance available to Brazil, such as training, supply support, and extensive technical expertise.

FAA Administrator David Hinson also helped the effort by forwarding a letter to the Brazilian government, expressing the agency's willingness to support the SIVAM project through an existing Memorandum of Agreement the agency has in place with Brazil's Directoria de Electronica e Proteção ao Vôo, to provide technical assistance and a variety of spare parts and components on a reimbursable basis.

The FAA will continue to participate in the Trade Promotion Coordi-

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nating Committee when aviation-related opportunities arise.

Honoring Diversity. At their recent national training conference in San Antonio, TX, the National Hispanic Coalition of Federal Aviation Employees recognized FAA Headquarters for its "Excellence in Diversity of Women."

The annual award is presented to the region demonstrating the greatest accomplishments in the advancement of women. FAAer Manuel Vega, deputy director of the group's capital chapter, accepted the engraved plaque for Washington Headquarters.

A formal presentation of the award will take place during the opening ceremony of Hispanic Heritage Month, on Wednesday, September 21, at 10 a.m. in the Headquarters auditorium.

Wrong Region. The September 6 issue of Headquarters *Intercom* reported that Larry Andreisen—who is temporarily replacing Carl Schellenberg as Western-Pacific's Regional Administrator—was currently that region's deputy administrator.

In fact, Andreisen is the deputy administrator in the Northwest Mountain Region.

International Day. The FAA Technical Center recently hosted its 17th annual International Day celebration to acknowledge the cultural diversity of its employees.

The theme of this year's event—taken from the motto on American coinage, "E Pluribus Unum"—is "Out of Many—One." It emphasized the creation of one national heritage from many varied backgrounds.

The event recognized the contributions of many ethnic groups to the country and to the FAA. Ethnic cuisine, costumes, language, art, and music were also part of the event.



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People

White House Assignment. Michael Lam, Engineering Support Staff manager in the Office of the Associate Administrator for System Engineering and Development, recently began a 10-month assignment as part of the Commerce Science and Technology Fellowship Program.

Designed to provide senior level participation in both national and international issues associated with the management of science and technology, this intensive executive career development program also allows executives to gain insight in high level policymaking and program management.

Lam was one of 22 fellows from government agencies selected for the program. His assignment is with the Office of Science and Technology Policy in the Executive Office of the President, which is responsible for advising President Clinton on a wide range of technical issues related to the economy, national security, foreign relations, and the environment.

Anticipating the challenge of the new assignment, Lam said, "I'm grateful for the chance to contribute as a member of this team and to learn from this valuable experience."



Michael Lam

Pollution *from page 1*

lution at the source, rather than waiting for it to become waste for disposal.

During the signing ceremony, the President cited the need for the government "to set an example for the rest of the country and become a leader in applying pollution prevention to daily operations, purchasing decisions, and other policies."

The order also requires federal facilities that manufacture, process, or use toxic substances to report publicly their wastes and releases under the Emergency Planning and Community Right to Know Act.

The Hazardous Materials and Special Projects Staff organized a task force—consisting of different services within the FAA—to develop the agency's pollution prevention strategy and submit a strategic plan to the DOT. As part of this effort, the staff conducted a survey of several other federal agencies regarding their pollution prevention plans, in an effort to utilize the best principles from the various plans to develop an FAA-specific strategy. The plan developed

by the task force calls for the FAA to incorporate fully pollution prevention efforts into all phases of agency operations by the December 1999 deadline.

The group will become an on-going task force to review acquisition and procurement guidelines, promote the procurement of environmentally preferred products, and reduce the use of environmentally hazardous chemicals. The team will also revise the agency's guidelines, where necessary, to eliminate the procurement of equipment containing toxic substances—minimizing the risk to the public.

FAA employees will be provided with specialized training to help them contribute toward the agency's pollution prevention effort. The agency is also developing a recognition program to reward employees, facilities, and services that demonstrate outstanding facility and employee environmental management and performance.

For more information on pollution prevention, contact William Echols, Hazardous Materials and Special Projects Staff, (202) 267-3497.

Flightplan

Better Briefings. The FAA Club of Toastmasters International is sponsoring a lecture on "Improving Briefing Techniques" on *Thursday, September 15*, in the FAA auditorium, at 10:00 a.m.

Keynote speaker is Ray Kelly, an FAA retiree, and long-time member and instructor for Toastmasters International. He is also a former member of the FAA Technical Center's Speaker Bureau.

All FAAers, as well as contract employees, are invited to attend.

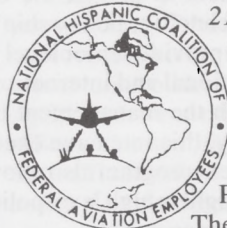
Self-Managed Teams. One hour briefing sessions for agency executives and full-day workshops for managers and employees on self-managed teams are being offered by the Office of Human Resource Management. The next full-day session is *Tuesday, September 20*, from 8:30 a.m. to 4:30 p.m., in the Nassif building, room 2201.

The workshop will cover topics such as empowerment and changing roles in teams, stages of team development, and team implementation. Self-managed teams will become more prevalent as the FAA moves to a 1:15 supervisor to employee ratio, according to the Office of Human Resource

Management.

For more information, call Chevion Calvert, x66830, or Rebecca Windear, x66670.

Hispanic Heritage. The FAA kicks off Hispanic Heritage Month on *Wednesday, September 21*, from 10 to 11 a.m., in the FAA auditorium. This year's theme is "Hispanics: Partners for Progress."



The keynote speaker will be Miguel Ordonez, chief executive officer of Private Jet Expeditions and National Airlines—one of the fastest growing charter airlines in the United States.

The event, sponsored by the Hispanic Heritage Month planning committee and the Capital Chapter of the National Hispanic Coalition of Federal Aviation Employees, is open to all employees.

For more information, contact Mayte Agosto, x78972, or Carmen Molina, x78390.

Training Conference. The National Black Coalition of Federal Aviation Employees will hold its 18th annual National Training Conference, *Mon-*

day through Saturday, September 26 through October 1, at the Worthington Hotel, Fort Worth, TX.

Hosted by the Aeronautical Center, the theme of this year's conference is "Determined to Make a Difference."

The 1994 agenda will feature career enhancing tools and an opportunity to gain additional education and new skills.

For more information, contact the coalition on (800) NBC-9848.

Quality *from page 1*

representative for the National Association of Air Traffic Specialists. All attributed the repeated success to the "remarkable participation at all levels."

In addition to receiving agency recognition, the facility has been nominated for this year's Secretary's Award for Quality.

The Quality Improvement Award is a yearly national award, recognizing an agency organization which has demonstrated excellence in quality initiatives. Nominees undergo a rigorous examination process that emphasizes measurable results of increased quality of products or services to customers.

FAA Remembers



Rod Gill, retired program director for FAA's Navigation and Landing Aids, died August 7 at John Hopkins Hospital in Baltimore of a liver ailment.

Gill, who began his FAA career in 1963, worked in agency facilities in Oklahoma, Oregon, and Alaska. He is credited with starting the National Power Conference and Telecommunica-

tions Management Operations organization, and instituting the agency's Facilities Bonding and Grounding Upgrade Program.

Contributions in his name may be made to John Hopkins University, Transplantation Research Fund, c/o Dr. Andrew Klein, Chief of Transplantation, 600 North Wolfe Street, Harvey 611, Baltimore, MD, 21287-8611.

Harold True, a retired FAA engineer, died August 11 at his home in Denver of complications from a stroke.

A Wyoming native, True's agency career spanned 19 years. Most recently, he was responsible for many design improvements in the FAA Portals building.

True specialized in aerospace engineering and noise modeling while working in the FAA's Research and Development and Operations Research Service. From 1966 to 1973, he was a design engineer with Boeing Corporation in Seattle. He then worked for McDonnell-Douglas in Los Angeles until moving to Washington and joining the FAA.



U.S. Department
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Top That!

During a recent "topping out" ceremony, the final steel beam was put into place, bringing the Los Angeles Air Traffic Control Tower to its final height of 277 feet. The ceremony is an ironworker's tradition recognizing those who work on steel beams hundreds of feet above the ground. To commemorate the event, Western-Pacific's Regional Administrator Carl Schellenberg and several Airway Facilities Division employees, along with employees of the construction contractor Swinerton & Walberg, signed the final steel beam before it was placed atop the tower. Unlike any other in the world, the new tower is nearly three times roomier and 105 feet taller than the existing tower. Designed with 850 square feet of cab floor space to replace the existing tower's 300 square feet, the facility will provide air traffic services to nearly 680,000 aircraft takeoffs and landings annually. The 29,000 square-foot base building will house administrative offices and state-of-the-art computers, recorders, transmitters, receivers, and other sophisticated electronic equipment.



Highlights

First FANS. United Airlines recently became the first U.S. airline to formally commit to the installation of "FANS 1" on its fleet of 24 B747-400 aircraft.

"FANS 1" is an upgraded avionics package by Honeywell and Boeing that will enable pilots to use data link and satellite communications to converse with air traffic control specialists over the vast regions of the Pacific Ocean managed by the United States.

turn to **Highlights** on page 2

International Safety

DOT Assesses Foreign Compliance of International Standards

To provide the public with more information about aviation safety in international travel, the DOT recently released results of the FAA's assessments of the capability of countries to provide safety oversight of their air carriers that operate to the United States. Being made public for the first time, the assessments of 30 foreign nations determined that nine do not meet international aviation safety standards as set by the International Civil Aviation Organization (ICAO).

"The interests of travelers must come first, particularly when it comes to safety," said DOT Secretary Federico Peña. "The public must be able to travel with confidence at home and abroad. Releasing this information to **Foreign Assessment** on page 3

Highlights *from page 1*

It also includes the Global Positioning System for satellite navigation, accurate surveillance capability for tracking oceanic flights beyond radar coverage, and other enhancements through the Flight Management System.

After pilot training is completed, United will begin using the system for all required position reports and routine requests for clearances for changes in cruise altitude, airspeed, and route of flight. United will be the first airline to employ data link and satellite communications for these purposes.

United has been using satellite communications and data link in U.S. controlled airspace for routine waypoint position reports since March 1992. This combination of satellite and data link technologies is a very prominent step in enabling future benefits for aircraft flying in oceanic airspace.

Racing Ahead. On June 18, more DOTers raced for the cure for breast cancer in Washington, DC, than any other federal agency. The Department was the leading participating organization in the 1994 Race for the Cure, with 1,913 participants contributing \$30,279.

To commemorate the "victory," the Department was awarded the Federal Agency Team Champion trophy by the National Race for the Cure organizers. The award is a large engraved silver cup which will be displayed throughout this month in DOT Secretary Federico Peña's reception area, room 10200. It will then be rotated to each operating administration for a one-month display period.

Operation Support Hope. A crew from the FAA's newly-established, Oklahoma City-based International Flight Inspection Office, recently launched its first overseas flight. The two-week mission was in support of the United States relief effort in Rwanda—Operation Support Hope.

A mixed FAA and Air Force crew from the Office of Aviation System Standards flight inspected the naviga-



Paring down the Process

A quality action team's innovations and accomplishments have significantly streamlined and reduced duplication in the FAA's audit follow-up process, putting some stretch in departmental resources.

The team successfully developed and implemented new and revised ways of responding to commitments the FAA made to the General Accounting Office and Office of Inspector General following their audit report recommendations. Pared down procedures put in place should save an estimated 11,384 hours of departmental staff time annually, which translates into \$297,192. Added benefits include increased communications and training among management officials and audit liaisons within Headquarters and regional offices.

Made up of volunteers from Headquarters organizations, the departmental Office of Management Planning, the U.S. Coast Guard, and the Office of Inspector General, team members, back row from left, are Bill Anhalt, JP-10; Rolf Wold, AAA-60; team leader Bernice Brosious, AAA-60; Brenda Willingham, ARD-10; Linda Krause, AVN-12; and E. M. Keeling, AAA-1.

At front are Patrice Blackman, M-20; Barbara Cook, AVR-10; and facilitator Judy Hairston, AAA-400. Barbara Butts, ASU-110, and Mark Kulwicki, GCCS-2 are not pictured.

Team members were trained in problem solving techniques developed by Organizational Dynamics, Inc.

tion and landing aids at Kigali Airport in Rwanda, with neighboring Kenya as the base of operations. The flight checks were requested by the U.S. Air Force to give relief efforts an all-weather capacity into Rwanda, and to ensure the safety of supporting aircraft.

Satellite Communications. Communications between commercial and military helicopters and air traffic controllers may be transformed in the next few years by a new, low-cost, voice and data satellite communications system currently in development at the National Aeronautics and Space Administration's (NASA) Jet Propulsion Laboratory. Work on the new system was sponsored by the FAA through an agreement with NASA.

The new technology—called SATCOM—uses off-the-shelf, commercially available, omni-directional antennas no bigger than a photographer's film canister to relay critical voice and navigational data to and from the ground during military or search-and-rescue operations. Once in place, the system will ensure, for the first time, continuous global communications to helicopter pilots who face a range of unique communications problems brought about by the design and operation of their aircraft.

SATCOM promises to greatly improve the aviation industry's success in such areas as aircraft safety, surveillance, automatic position reporting, and command-and-control capabilities.

The technology can also provide

Global communications coverage. The antennas, when used in conjunction with the Global Positioning System—a constellation of 24 satellites orbiting the earth every 12 hours—can report the positions of helicopters automatically.

Total development of the system will cost no more than \$10,000, a significant reduction when compared to the cost of current satellite systems.

Record Air Traffic. New records were set in 1993 for both the number of airline passengers and the freight tonnage traffic carried between the United States and foreign countries, according to the DOT's report, *U.S. International Air Passenger and Freight Statistics, Calendar Year 1993*.

A total of 92.5 million passengers flew between the United States and other countries last year, an increase of five percent over 1992. U.S. airlines alone increased their passenger traffic six percent while carrying more than 54 percent of the total passengers, an increase of less than one percentage point over their 1992 share.

U.S. international freight traffic totaled nearly 4.7 million tons in 1993, a 10 percent increase over the previous year. U.S. airlines carried 41 percent of the freight traffic, a one percent increase over 1992.

New York remained the largest U.S. international passenger gateway in 1993 with almost 15.6 million passengers, a total virtually unchanged from 1992. Miami was second with 12.4 million and posted the largest increase in total passengers—nearly 1.7 million, or 16 percent more than the previous year. Los Angeles, experiencing an increase of 10 percent, ranked third with 11.6 million passengers.

Miami retained its position as the largest U.S. international freight gateway in 1993 with over 1.1 million tons, an increase of seven percent over 1992. New York remained second and Anchorage, AK, third. Washington posted the largest relative growth, with a 38 percent increase in international air freight.

Foreign Assessment *from page 1*

tion for the first time will help international travelers make informed choices when flying."

The assessments are not an indication of whether an individual foreign carrier is safe or unsafe, rather they determine whether or not the country has a civil aviation authority in place and the extent to which that authority ensures that operational and safety procedures are maintained by its air carriers.

"It is important to bear in mind that the focus of the FAA's foreign assessment program is on countries, not individual air carriers from that country. And these countries are assessed for their adherence to the ICAO international standards, not FAA regulations," said FAA Deputy Administrator Linda Hall Daschle.

The assessment of these 30 countries is part of an ongoing process. The FAA is currently implementing a plan to assess all the countries with air carriers that fly into and out of the United States. Seventy percent will be assessed by the end of this year, with the remaining assessments to be accomplished by the end of 1996.

Of the 30 countries assessed, the nine that do not meet international aviation safety standards are: Belize, Dominican Republic, Gambia, Ghana, Honduras, Nicaragua, Paraguay, Uruguay, and Zaire. None of the air carriers that have been licensed by these countries are allowed to fly to or from the United States.

Four countries have conditional acceptance ratings that allow them to fly into the United States under heightened FAA inspections: Bolivia, El Salvador, Guatemala, and Netherlands-Antilles.

Countries whose air carriers fly to the United States must adhere to the safety guidelines of ICAO, the United Nation's technical agency for aviation which establishes international stan-

dards and recommended practices for aircraft operations and maintenance. The FAA, with the cooperation of the host country, only assesses countries whose airlines have operating rights to or from the United States, or have requested such rights.

The FAA has assisted countries with less than acceptable ratings by providing technical expertise, assistance with inspections and training courses. The FAA hopes to work with other countries through ICAO in order to address

non-compliance with international aviation safety oversight standards.

For more information, the Department of State has an automated 24-hour hotline, (202) 647-5225, with travel warnings and consular information sheets. The DOT also has a toll-free hotline with information about the assessments. Travelers can call (800) FAA-SURE (322-7873) to obtain a summary statement about whether a foreign country has been assessed and the results, if available.

"The interests of travelers must come first, particularly when it comes to safety."

Federico Peña
DOT Secretary

Headquarters Intercom

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People

Quick Save. Joseph Teixeira, FAA's Civil Aviation Security Liaison Officer at the American Embassy in Rome, did it in grand style—he saved the life of a young American girl.

Late one Sunday evening in July, former Secretary of State Lawrence Eagleburger called the U.S. Ambassador to Italy, requesting assistance for "a critical medical situation." A young girl, while sailing near Copenhagen, suffered a severe skull injury requiring immediate surgery. The solution: find immediate transportation to Denmark for prominent American neurosurgeon Dr. Neal Kassell, who was vacationing in Sardinia. Teixeira, through personal contacts, quickly arranged for a private jet charter to get Dr. Kassell there in time to save the girl's life.

"Although at one point the girl was probably no more than 30 minutes from death, the operations were performed in time, and she made a complete recovery," said Dr. Kassell after the ordeal.

Leave Donations. Jeff Hall, a program management analyst in the Office of Public Affairs, is an eligible recipient for the FAA's leave donor program.

He has chronic blood dyscrasia, and has been in and out of work for the past year. He was hospitalized the entire month of June. Hall's recovery time is unknown due to serious medical complications.

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

Corporation Q & A's

As part of the continuing effort to keep employees informed on the new USATS corporation proposal, the Headquarters *Intercom* is accepting employee questions on the issue. Responses are printed in the first available issue.

Interested employees can submit written questions to Briar S. Hagggett, APA-340. She can also be reached on cc:Mail.

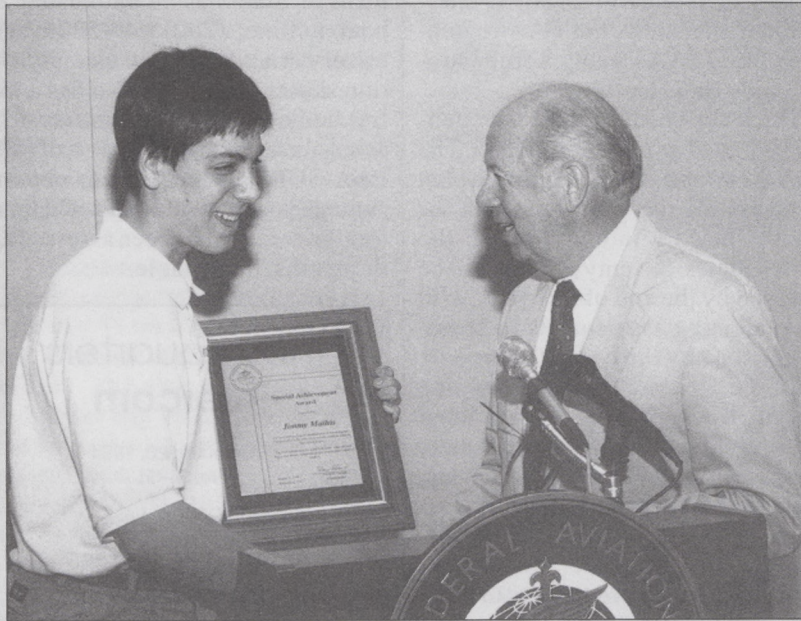
Here's what agency employees wanted to know most.

How will we guard against the USATS Corporation becoming an example similar to the U.S. Postal Service or AMTRAK?

—Every government corporation is different, with its own unique mission and enabling legislation. The USATS proposal has been developed with the benefit and experiences of other government corporations. It will be structured in a way that should avoid the types of problems experienced by these other corporations. It will be totally self-sufficient, supported by user fees that it will have the flexibility to set. It will not be subject to Congressional appropriations. It will be governed by a board of directors with significant user participation. This will help ensure reasonable fees and efficient operations.

How will USATS utilize relevant experience from employees who have worked in the private sector?

—As the legislative process moves forward, we anticipate the increased involvement of employees throughout the agency in working on transition planning and implementation issues. Additional assistance and new types of expertise will likely be needed when USATS comes into existence. Those with relevant industry experience should be well positioned to compete for any such positions.



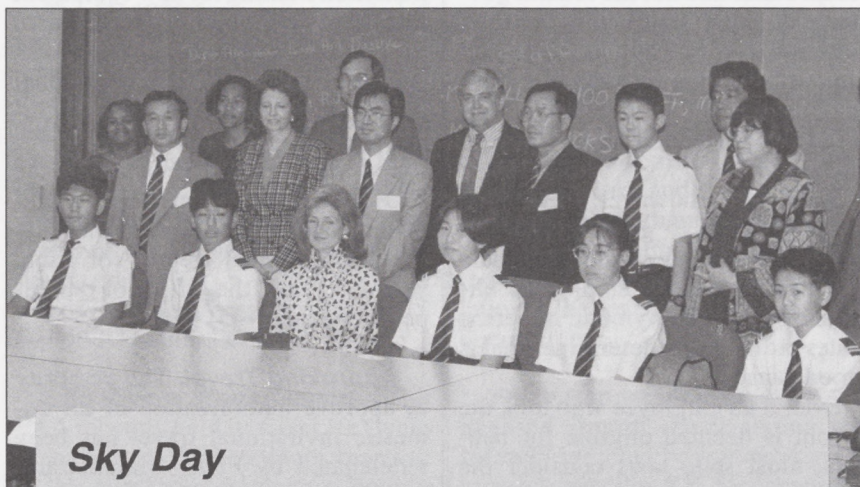
Solo One

In a recent recognition ceremony, 16-year old Jimmy Mathis was honored by FAA Administrator David Hinson for making aviation history. Mathis flew 2,500 miles solo across the country—the youngest pilot ever to do so coast to coast. According to Hinson, Mathis "is an example of perseverance, dedication, and the will to succeed." His flight originated in Ocean City, MD, and ended in Long Beach, CA. The route was designed by the Flight Standards Accident Prevention Program staff, and various Flight Standards district offices across the country. Mathis met with experienced instructors each scheduled stop to review his flight plan for the next day's trip. Air Traffic even assigned Mathis a special transponder code through the National Beacon Code Allocation Plan—Solo One.



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Sky Day

Six Japanese high school students were recently flown by Japan Airlines to the FAA for "Sky Day"—part of a program sponsored by the agency's Aviation Education Program. The students studied civil aviation in America, and upon their return to Japan, wrote reports on "The Airport and its Relationship to the Community." Speaking through a translator, FAA Deputy Administrator Linda Hall Daschle talked to the group on the aviation relationship between the U.S. and Japan, saying, "as we spend more time in Japan, we hope that you can spend more time in the U.S." That way, she said, "we can become the best of friends." Several other FAA executives spoke to the students on their roles at the agency including Director of Human Resource Development Ann Rosenwald, Director of Personnel Kay Frances Dolan, and Director of Aviation Policy, Plans and Management Analysis John Rodgers. The students also visited the Air and Space Museum, Dulles International Airport, and the Leesburg Center.

Highlights

HR Reorganizes. The Office of Human Resource Management is reorganizing, becoming more customer-focused and adaptable. Turn to pages 4-5 for details.

Bilateral Agreements. The FAA and the State Department will soon begin negotiating bilateral aviation safety agreements with other nations.

These new agreements are expected to boost the Clinton administration's aviation revitalization strategy by allowing the FAA and foreign countries to work more cooperatively to improve international aviation safety. They will help cut red tape, increase flexibility, and accelerate the introduction of new technology by speeding up the worldwide acceptance of aviation safety approvals. Other benefits include the potential to increase international trade and cut costs for the industry.

The decision, according to FAA Administrator David Hinson, "highlights the FAA's emphasis on meeting the challenge of the globalization of aviation. As international air travel continues to accelerate, the FAA is working hard to expedite cooperation on aviation safety and to help other nations and regions modernize and harmonize their aviation systems."

Bilateral aviation safety agreements are negotiated by the State Department and signed at the government-to-government level. They allow the FAA to negotiate technical implementation procedures for specific aviation safety areas with the aviation authority of the other country.

turn to **Highlights** on page 2

Streamlining Challenges

Work Group Reports FAA Plan on Track

The agency's Streamlining Work Group recently held a "challenger session" with assistant and associate administrators, regional administrators, and various FAA union representatives.

The session was headed by Western Pacific's Regional Administrator Carl Schellenberg, who was appointed by Administrator David Hinson to coordinate and guide the agency's streamlining effort. It focused on the

various draft organizational plans forwarded to the work group on August 30.

In reviewing the status of the FAA's streamlining efforts, Schellenberg sought reactions from those attending to issues that will effect the development of the agency's overall plan. The work group has been reviewing the various organizational plans to clarify specific issues,

turn to **Challenger Session** on page 4

Highlights *from page 1*

Ultimately, bilateral aviation safety agreements are expected to be negotiated with about 40 countries.

VSCS Delivery. The new, high-tech voice switching and control system—VSCS for short—was recently delivered to the Denver Air Route Traffic Control Center in Longmont, CO.

This is the fourth agency facility to receive the new system—Seattle and Salt Lake City Air Route Traffic Control Centers and the FAA Academy accepted delivery earlier this year.

VSCS will provide complete and flexible digital air-to-ground and ground-to-ground communications links between controllers and enroute aircraft. It will replace older 1950s technology, consisting of electro-mechanical and vacuum tube voice switches.

The new system is expected to be operational in the Colorado facility in the summer of 1995.

Within the next four years, VSCS is expected to have been delivered to all of the nation's 22 air route traffic control centers, and the New York Terminal Radar Approach Control facility.

No Unemployment. According to a recent Department of Labor memo to federal agencies, employees who take agency buyouts are generally ineligible for unemployment compensation benefits.

The memo states that while unemployment benefits are run by individual states and not the federal government, most states will consider those who took the buyout ineligible. Buyout-takers are considered to have left employment voluntarily—as opposed to those federal employees who are laid off.

Some states, however, may regard the buyout as a “good cause” for voluntarily leaving employment, and may consider those employees eligible for unemployment benefits. States individually determine what is “good cause.”

Even if an employee who took the buyout is deemed eligible for benefits, most state laws consider the buyout payment and/or the retirement annuity as deductible income, thereby reducing the unemployment payment, and sometimes even eliminating it.

Academy Accomplishments. The FAA Academy is moving towards the agency's vision of a customer-driven technical training program, according to Deputy Associate Administrator for Regulation and Certification Dan Beaudette, who serves as chairman of the Executive Committee for Technical Training Oversight.

“The committee is particularly pleased with the Academy's interest in aligning with its customers to meet new and rapidly changing training needs,” said Beaudette. “Their ability to respond to these changes is critical to the FAA's success in maintaining a well trained work force.”

The Academy, under the watchful eye of Superintendent Richard Rodine, will play a major role in the agency's transition to distance delivered training, such as computer-based instruction or video teletraining. By the end of the year, they will have the

ability to originate live video broadcasts training courses. The Academy is working with Headquarters customers to identify courses for conversion and prototype delivery using this new technology. Training challenges fall in both the domestic and international arenas. While the Academy continues the development of transition training for new equipment like the Voice Switching and Control System and the upcoming Wide Area Augmentation System, international interest in air traffic training continues to grow.

For more information about the FAA Academy's goals and accomplishments, or for a copy of the FAA Academy Annual Report for fiscal year 1993, call the Office of the Superintendent, (405) 954-6900.

Approving Travel. The authority to approve authorization of all domestic invitational travel has been redelegated by FAA Administrator David Hinson to the members of the his Management Team.

Previous policy provided that redelegation of this authority could only be made with the deputy administrator's approval for specific invitational travel situations.

Domestic travel is travel within and between locations within the contiguous 48 states, the District of Columbia, and nonforeign areas—those outside the CONUS, but under the governance of the U.S.—including Alaska, Hawaii, and Puerto Rico.

The new policy will be incorporated in the DOT travel manual which is currently under revision.

Travel Advance Forms. The Headquarters imprest fund cashier now accepts the Advance of Funds Application and Account, SF 1038, document produced by Travel Manager Plus software.

The form, however, must be a laser printed copy of the SF 1038 on an 8½” by 11” sheet of paper, which must then be folded, cut, or stapled to make the document the same size as the original SF 1038 card.

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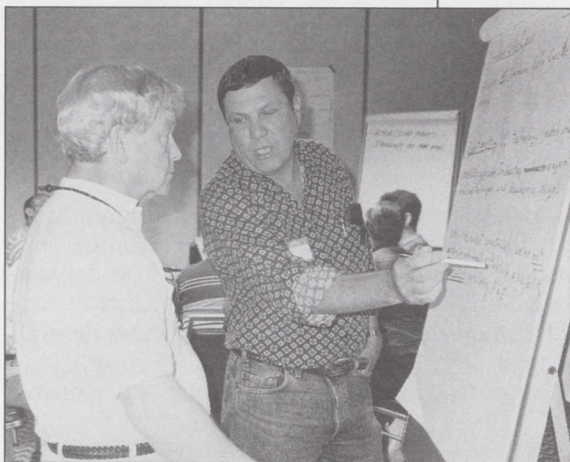
The approving official must sign the form in a non-erasable, colored ink—other than black—so that it can be easily identified by the cashier as the original form instead of a copy.

Traveling employees are also advised that the cashier cannot accept the "default" form produced by the software, since it is not identical to the SF 1038 form.

The SF 1038 form is not needed if travelers use their government-issued American Express charge card to either obtain cash advances from automatic teller machines or travelers checks from the imprest fund cashier. However, the authorized advance amount must be included in the remarks section of the travel authorization form.

For more information, contact Deborah Daniels, x79008.

Life Cycle Management. The FAA recently held its first Life Cycle Management Stakeholders meeting at the Northwest Mountain Region Headquarters. The meeting included representatives from Air Traffic, Air-



Fred Dion of the Mitre Corporation, left, and FAAer Ken Towery of the Oklahoma City Logistics Center, at the recent Life Cycle Management Stakeholders meeting.

way Facilities, Airports, Logistics, Security, and several other Headquarters and regional organizations, as well as members of the industry.

Life Cycle Management is a continuous process of assessing and effectively satisfying customer needs and requirements. A new Headquar-

ters organization, the Requirements and Life Cycle Management Directorate (ALM-1) was established in January as part of the agency effort to ensure that user operational requirements are integrated into the systems acquisition process; to develop cost and performance measurement models and criteria to assist in systems evaluations; and to perform trend analyses to support systems modernization, disposal, and/or development decisions.

During the meeting, participants assessed the core elements of life cycle management to create a common definition, and determine who the customers and suppliers are. They also made recommendations on how the agency could manage change relating to the development of life cycle management.

False Representation. An FAA-licensed aircraft repair station was recently indicted by a federal grand jury in Louisville, KY, for conspiracy to make false statements in connection with repairs to aircraft parts owned by United Parcel Service, according to the DOT's Office of Inspector General.

Air Marine Sales, Inc., of Titusville, FL, and the company's vice president, Robert Scopelitis, received a six-count indictment and were charged with conspiracy and obstruction of justice. Also named were two Air Marine inspectors, George Derr and Homer Ford, who were charged with conspiracy and making false statements.

The indictment alleges that Air Marine Sales, Inc., Scopelitis, Ford and Derr, conspired to make false representations on the maintenance release certificates of two airflap indicators sold to United Parcel Service as replacement parts on United

Parcel's Boeing 727 aircraft. They stated that the parts were airworthy and had been overhauled according to FAA regulations when, in fact, they had not.

If convicted, Air Marine Sales could be fined \$500,000. Scopelitis, Ford and Derr each could be sentenced to 10 years imprisonment, three years of supervised release and fined \$500,000.

The six-count indictment is the result of an 18-month investigation by the Inspector General's Office to combat the problem of substandard, counterfeit, and bogus parts in the aviation industry.

Drug Program Updates. The Department of Health and Human Services recently revised the mandatory guidelines for federal workplace drug testing programs, reports the FAA's Internal Substance Abuse Program. The following changes, based on the Department's first four years of experience in implementing and administering the guidelines, were effective the beginning of this month:

→ Laboratories may conduct dilution/adulteration tests.

→ 30 ml—rather than 60 ml—of urine will be sufficient to complete testing requirements.

→ The specimen temperature range was changed from 32.5-37.7°C/90.5-99.8°F to 32-38°C/90-100°F.

→ The initial or screening test level for marijuana is lowered from 100ng/ml to 50ng/ml.

→ The 1990 HHS requirement for laboratories to report methamphetamine positive if at least 200ng/ml of amphetamine is present has been incorporated into the guidelines.

→ The requirement of agency submission of quality control samples has been reduced from 10 percent to three percent of the number of specimens submitted to the laboratory quarterly.

Additional information regarding the guidelines can be obtained by contacting Tawawn Harrison, Internal Substance Abuse Program, (202) 267-8182.

Challenger Session *from page 1*

resolve areas that do not meet overall goals, examine potential risks, determine resource requirements, and coordinate FAA-wide issues.

A major focus of streamlining is to achieve a "government that works better and costs less." To this end, the National Performance Review (NPR), which is serving as the basis for the entire federal government's streamlining effort, calls for agencies to reduce their work forces by 12 percent and achieve a 50 percent targeted reduction in supervisors, headquarters employees, and selected occupations providing support activities, such as financial, human resource management, and acquisitions.

As a result of the hiring freeze,

buyouts, and attrition, the agency has reduced from a level of 54,212 employees to 50,267. A 12-percent reduction in staff levels would require the FAA to reduce the number of employees to 47,707. Members of the challenger session discussed various ways to meet this level.

In relation to the 50 percent reduction in various targeted positions, Schellenberg said, "The plans that we have at this time show that we are pretty close." Specifically, he found that the various organizational plans make widespread use of teams and team leaders to meet supervisory level goals.

Agencies have also been asked to reduce the number of senior level positions, including GS-14, 15, and

Senior Executive Service positions. While the recent federal buyout has made a significant dent in the number of senior-level positions at the FAA, Schellenberg feels the individual organizational plans still have a way to go in this area.

Another focus of streamlining is to find new ways to "reengineer" the way things have been done in the past. This may include consolidation, straightlining, new technologies, and automation. In examining the various organizational plans, Schellenberg found that many organizations relied heavily on reengineering. Some plans also suggested areas for regional consolidation of specific functions. However,

Streamlining for Efficiency

Human Resource Management Reorganization Focuses on its Customers

To more responsively meet the agency's changing needs, the Headquarters' Office of Human Resource Management is reorganizing, creating a more customer-focused organization that will be flatter, leaner, more fluid, and rely heavily on teams.

The organization is reengineering and streamlining services. It is automating many of its existing systems, using cross-functional teams to provide collaborative expertise. As part of its effort to expand customer partnerships, the new-and-improved organization will provide advice and support to agency managers, while assisting offices in their individual reengineering processes. Also, national human resource service representatives have been established as part of the new plan.

The organizational aim is to create a dynamic organization that is unencumbered by traditional "stovepipes" and provide state-of-the-art customized services. The office hopes to reduce the communication barriers between itself and its customers, and consult as a business partner with its customers to identify and meet their emerging needs.

Assistant Administrator for Human Resource Management Herb McLure assures employees that the new organization will be "customer-focused, less bureaucratic, and more adaptable." He said it will reduce restrictive guidance and directives to allow innovation, flexibility, and creativity.

The change is driven by the need for more responsive



Herb McLure



Wanda Reyna



Pam Foss



Shelley Thomas



Steve Soffe

the potential for savings, particularly related to use of new technologies, were not as clearly defined.

The challenger session also touched on other areas such as the possible transfer and elimination of functions and the potential for reductions in force, and changes to regional structures. While no specifics were discussed regarding these issues, there was general agreement that they would have to be carefully and thoughtfully examined.

A draft of the agency's streamlining plan was submitted to the DOT on September 16. A more comprehensive

version will be submitted to DOT Secretary Federico Peña on September

29, with a scheduled update to the plan targeted for December.

Western-Pacific's Regional Administrator Carl Schellenberg is spearheading the agency's streamlining effort.



ability to meet these deadlines," said Schellenberg. If you would like more information regarding the agency's streamlining effort, the agency is setting up a drop box for questions, as well as a computer bulletin board. It is the working group's policy to respond to as many concerns as is possible. However, due to staffing and time restraints, frequently asked questions may be responded to in agency publications. Employees

with questions on how to access the bulletin board may contact Michael Lee at (202) 267-3332 for assistance.

"I feel confident in the agency's

with questions on how to access the bulletin board may contact Michael Lee at (202) 267-3332 for assistance.

and efficient customer service and the realization that the Human Resource Management organization can dramatically improve the way it develops and delivers its services. Other factors include government-wide changes that include less regulation and greater flexibility, current and anticipated resource limitations, and the Human Resources Business Plan issued in October of last year—*Reinventing HR in the FAA*.

The servicing Human Resource Management Division will continue to handle day-to-day operational work. Glenda Whiting is currently acting manager for that organization. For national policy and program issues, or special concerns, newly-established national human resource service representatives will be available to assist their respective organizations.

Members of the Human Resource leadership teams

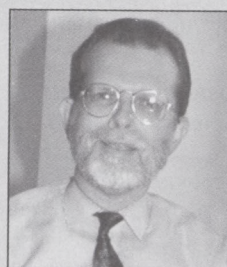
are: Herb McLure, associate administrator for Human Resource Management, (202) 267-3456; Wanda Reyna, director of human resource services for Airway Facilities (AF), (202) 267-3979; Pam Foss, director of human resource services for Air Traffic (AT), (202) 267-8012; Shelly Thomas, director of human resource services for Regulation and Certification (AVR), (202) 267-3840; Steve Soffe, director of human resource services for support and line organizations (excluding AF, AT, and AVR), (202) 267-9041; Ann Rosenwald, director of Training, (202) 366-6668; Kay Frances Dolan, director of Personnel, (202) 267-9041; Ray Thoman, acting director of Labor Relations, (202) 267-3979; Woodie Woodward, director of the Center for Management Development, (904) 446-7136; and Cindy Medlock, director of Operations, (202) 267-3780.



Ann Rosenwald



Kay Frances Dolan



Ray Thoman



Woodie Woodward



Cindy Medlock

Advancing Aviation

Summer Camp Held for Loudoun County Youths

This summer 12 high school students from Loudoun County, VA, received first-hand knowledge about career opportunities in aviation, courtesy of the FAA and the Professional Women Controllers Association.

The week-long aviation "summer camp"—facilitated by air traffic control specialists Jim and Ragna Aarnio—emphasized the importance of continuing education and accepting challenges. It included tours of Leesburg Automated Flight Service Station (AFSS), Washington Air Route Traffic Control Center, Dulles Tower, the new Air Traffic Command Center in Herndon, VA, and the Smithsonian Air and Space Museum.

On day five each student received "hands on" flight time with a pilot from the Experimental Aircraft Owners Association, as part of the organization's Young Eagles Program.

During the closing ceremony, Acting Deputy Associate Administrator for Air Traffic Jacque Smith presented each student with a "Young Eagles" certificate, FAA pin, and T-shirt. All of the youths had their names placed in the world's largest logbook, housed in the Experimental Aircraft Owners Association's Air Adventure Museum in Oshkosh, WI.



Left: FAAer Ken Peppard explains the workings of a general aviation aircraft during the aviation summer camp.

Below: Loudoun County students who participated in the week-long aviation summer camp.



Marilyn Jackson-Brame, Leesburg AFSS manager, hosted the week-long event.

Hispanic Heritage Month

Events Open to all DOT Employees

Events are scheduled throughout the DOT in the next few weeks to celebrate Hispanic Heritage Month, which runs through October 15.

This year's theme is "Hispanics: Partners for Progress."

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

Tuesday, October 4. Presentation by Dan Hagerdorn, chief of Reference Division for the Smithsonian's Air and Space Museum Archives, on "Latin Americans in Aviation," from 12 noon to

1 p.m., in the Air and Space Museum, lower level.

Thursday, October 6. Presentation by Angela Zavala, editor of the *Hispanic Yearbook*, 10 to 11 a.m., in the Nassif building, room 6332.

Wednesday, October 12. DOT's closing ceremony, 10 a.m. in the FAA auditorium. Keynote speaker is Raydean Acevedo, Chief Executive Officer of Research Management Consultants.

A research contest for high school students on the significant accomplishments of "Hispanics in the World of Transportation" will also take place throughout the month. Entries must be submitted by **Friday, September 30**, to Helen Hagin (DCR-1), 400 Seventh Street, SW, room 8419, Washington, DC, 20590. The top three selected candidates will receive a cash award and special recognition during the Departmental closing ceremony of Hispanic Heritage Month. For more information, contact Harry Salinas, (202) 366-9398.

Sniffing Danger

Agency Supports K-9 Explosive Detection Units

Over the past several years, the FAA has been touting a diverse work force. Many employees, however, don't realize just how diverse the agency really is.



K-9 Officer Vaughn with partner Duke.

Recently, when President Clinton stepped off Air Force One at Houston Intercontinental, he was greeted by a four-legged, explosives-sniffing employee. Part of the aviation K-9 explosive detection program—sponsored by the FAA—a Labrador Retriever named Aiko took great care in ensuring the safety of the nation's leader.

The FAA implemented the Explosives Detection K-9 team program in 1972 to improve its response time to explosives threats and incidents. Local police departments and aviation authorities across the nation participate in this critical program. The FAA trains all handlers, provides single-purpose explosive detector dogs to cities requesting them, supplies explosives training aids, and ensures FAA certification of all participating teams—a team is one handler and one dog—through an annual evaluation process. Technical expertise is provided to the FAA through an interagency agreement with the U.S. Air Force 37th Training Wing, Lackland Air Force Base, San Antonio, TX.

Houston Intercontinental has the largest K-9 unit in the continental United States.



Special Agent Lynne Femia

FAA's Lynne Femia, special agent at the Houston Civil Aviation Security Field Office, serves as local K-9 coordinator for this unit, which boasts seven K-9 explosive detection teams, including three German Shepherds and four Labradors. All are coupled with an officer from the Houston Police Department's Aviation Division.

Although the unit's primary concern is Houston Intercontinental, the teams offer assistance to local, state, federal, and county law enforcement agencies as well. A team may spend the morning responding to a request by the U.S. Secret Service, and in the afternoon, provide a demonstration for children at a local elementary school.



President Clinton thanks the human half of the K-9 unit during a recent visit to Houston Intercontinental.

At Lackland Air Force Base, San Antonio, TX, the dogs undergo nine weeks of training, while their handlers complete a three-month training course. Once paired, the team is initially FAA-certified by evaluators from Lackland. Then, on an annual basis, each team must undergo the FAA certification process to ensure their proficiency.

The dogs are not trained to detect drugs; they concentrate exclusively on explosives. On an average, each dog spends eight to nine "sniff" hours a month, training at locations, such as cargo warehouses, aircraft, terminals, impoundment lots, and open fields. When the dog locates an explosive, he responds by sitting. The reason—explosives can be extremely sensitive to movement.

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.

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: *October 4*. 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: *October 5*. 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: *October 13*. 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: *October 5*, room 812A. Contact Mark Rios, x79339, or John Elliot, x79438.

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: *October 13*. Contact Warren Davis, x79224.

NA-AN. The Native American-Alaskan Native Coalition meets the *second Tuesday* of each month from 1 to 2 p.m. Next meeting: *October 11*. Contact Rob Paul, x77045 or Roz Reed, x77322, for meeting location.

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: *October 11*. Contact Al Kaulia, x78317.



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: *October 4*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.

Single Parents. The Single-Parent Support Group meets the *first and third Thursday* of every month from 12 noon to 1 p.m., room 327. Next meetings: *October 6 and October 20*. Contact the Employee Assistance Program, x73945.

Toastmasters. Toastmasters meets the *first and third Tuesday* of every month from 12 noon to 1 p.m. Next meetings: *October 4 and October 18*, conference room 5A, and 5C, respectively. Contact Valerie Kulhanek, x73318, or Steve Black, x79094.

TWO. The Headquarters Technical Women's organization meets the *third Thursday* of each month, 12 noon to 1 p.m., conference room 815. Next meeting: *October 20*. Contact Genia Embrey, x77197.

Volunteer Committee. The FAA Volunteer Committee meets the *second Tuesday* of each month at 11:30 a.m., conference room 812C. Next meeting: *October 11*. Contact Margaret Powell, x67037.

Building Bulletin Board

Voice Mail Update. The Voice Mail Processing System, also known as VMX, provides an "800" access number for employees on travel or out of the local area, without cost to employees or the agency.

To reach a number within the Headquarters building, employees can dial the FAA's 800 VMX incoming line, 1-800-842-8736. The system will ask the caller to enter their five digit VMX identification number followed by their personal identification number. The caller will then be instructed on how to send and receive messages. Callers can reach an individual or leave a voice mail message for that person by entering the intended individual's five digit extension.

To reach the system in the Nassif building, the number is 1-800-842-8745, and for the Transpoint Building, the number is 1-800-842-8740.

For more information, contact Miriam Vega, x78459.



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Satisfying Customers

FAA Promotes National Performance Review Success Story

As part of the Vice President's initiative to make government more efficient and customer-friendly, the FAA's Airmen Certification Branch in Oklahoma City is dramatically cutting the time it takes to issue pilot certificates, provide results of written pilot tests, and answer pilot correspondence.

The procedures instituted by the Oklahoma City office were recently touted during nationwide ceremonies designed to call attention to National Performance Review success stories. The FAA distributed brochures to the aviation community to increase awareness of this effort.

Processing pilot certificates, which used to take an average of 50 working days, has been whittled down to 21 working days. The FAA pledges to provide the results of the pilot exams in 20 days, down from 25 days, and respond to pilot correspondence in three days, less than half of the old seven-day average.

In a typical year, the FAA issues about 200,000 pilot and airmen certificates, scores more than 110,000 written tests, responds to more than 47,000 written inquiries and 52,000 telephone calls.

Commercial and general aviation pilots, aviation companies, private legal offices, airlines, and foreign civil aviation authorities indicated they want faster responses to their applications. In response, FAA employees at the Oklahoma City facility developed ways to cut the processing time from an average of about 70 working days to about 21 working days.

"This is the first step in a continual

process of improving the quality of service the FAA provides to the aviation community and the traveling public," said FAA Administrator David Hinson.

This customer service standard is

the first in a series to be implemented by the FAA over the next several years. Future standards will be developed for certain Air Traffic and Flight Standards services, as well as airports activities and programs.

Message from the Administrator

FAA Management Team Stands Behind Diversity Training

With all that has appeared in the media recently about the FAA's diversity training, it's very important that you know where I and the entire FAA management team stand on the issue of work force diversity.

I am fully committed to making the FAA a workplace that welcomes everyone. I am equally committed to taking the actions necessary to identify clearly to all employees what behavior is acceptable in the workplace and to root out those systemic issues which have led in some locations to hostile work environments.

Our diversity training program is a major factor in our plan to make the FAA a more diverse and harmonious workplace. I still expect all supervisors and managers to attend diversity training and all employees to attend diversity awareness training. We will continue to work with our union partners to create courses that are mutually acceptable. To date, we have trained more than 20,000 FAA employees in various aspects of diversity, and I intend for the training to continue until we reach everyone in the FAA.

We do not condone the types of harassing behaviors which are alleged and will take measures to assure that the training we provide is both appropriate and effective.

A handwritten signature in cursive script that reads "David Hinson".

David Hinson



Better Budgeting

FAA Develops New Financial Management Tools

The FAA's Office of Budget and Accounting plans to improve the delivery and accessibility of financial management information by providing financial analysts with the necessary tools and information to manage agency funds at all levels.

The agency plans to switch from the hand-carried distribution of reports to the computer distribution of data. By the end of fiscal year 1995, the agency will eliminate approximately 50 percent of the standard Departmental Accounting and Financial Information System (DAFIS) reports, using commercial off-the-shelf-products to allow customers to retrieve required financial information from their workstations.

The Financial Information Management System (FIM\$)—developed in fiscal year 1993—will be the single source of financial information and the foundation of the future integration of financial data to performance measurement, program management, and local nonfinancial systems.

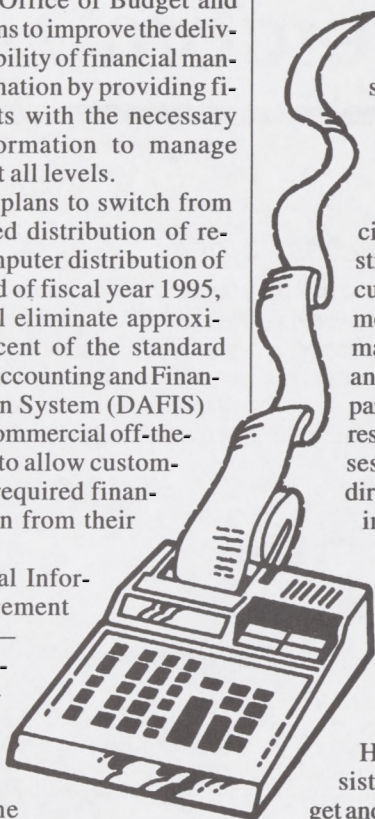
A planned addition to the system—doc-FIM\$—will retrieve daily activity of financial obligations from the DAFIS. Then, using a desktop program, it will provide a look at the year-to-date status of all documents within a particular financial area, and eventually provide for the expansion of those transactions into the individual obligations, commitments, and payment entries that have been entered by employees.

The FAA is modeling its new financial management approach after information contained in the July 1994 DOT Financial Management Strategic Plan. Representatives from the offices of the Assistant Administrator for Budget and Accounting, Associate Ad-

ministrators for NAS Development, and the NAS Program Management Staff, served on various teams, providing input—along with other DOT modal administrations—to the plan.

The plan organizes financial management visions and strategies into four concepts: customer focus; getting the most from automation; information for decision-making; and accountability through partnership. The strategies that resulted from these interagency sessions provided insight and direction for the FAA's plan to improve the delivery and accessibility of financial management information.

For more information on the agency's future financial management systems, call Pat Heidental, Office of the Assistant Administrator for Budget and Accounting, on 267-7112.



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Healthbeat

Depression Screening. The Headquarters Employee Assistance Program is sponsoring free depression screenings in the clinic, room 327, on *Thursday, October 6*, from 10 a.m. until 3 p.m., as part of Mental Illness Awareness Week.

Nationwide, it is expected that more than 100,000 people will participate at over 1,800 sites—including churches, schools, and hospitals. The National Institute of Mental Health found that 80 percent of those screened last year were clinically depressed, and this year, with over 100,000 people expected, some 2,500 lives will be improved.

The screenings are free for all employees. Literature and other resources will be available during the event.

People

Leave Donations. The following Headquarters FAAers are eligible recipients for the agency's leave donor program.

Patricia Fair, an aeronautical information specialist with the Airspace and Flight Procedures Branch, has exhausted all of her leave while caring for her husband who is undergoing chemotherapy, using the experimental drug Toxal. The side effects require 24-hour care for several days following each treatment.

Patrice High, a secretary in the Air Traffic Plans and Programs Division, has been hospitalized since July due to a ruptured blood vessel in her brain. She has been released from the hospital, but her recovery time will involve extensive rehabilitation. She has exhausted all of her leave.

High is expected to fully recover and return to work.

Brenda Pitts, program analyst with the Office of Air Traffic System Effectiveness, is suffering from a chronic illness and has exhausted all of her leave.

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

Getting the Job Done

Peña Encourages Telecommuting at the DOT

The DOT has been asked by the President and Vice President to lead an intergovernmental effort on telecommuting, aggressively promoting the concept on a nationwide basis for the private sector, as well as state, local, and federal governments.

In a recent memorandum to all heads of operating administrations, DOT Secretary Federico Peña stated the goal is to get two percent of all federal employees to telecommute at least one day a week.

Telecommuting was established Department-wide last April.

Peña said that each operating administration should focus on establishing shared office space and telework centers through partnership arrangements with other government agencies, private industry, and DOT organizations. He urged

each administrator to "take a strong leadership role in encouraging your managers and supervisors to be bold and creative in rethinking how we get the DOT job done."

Peña also asked that they consider the possibility of reducing office space which would no longer be needed because of telecommuting. He requested that they determine the feasibility of implementing voluntary work-at-home programs at those small field locations where employees work primarily away from the office.

Reports submitted to the DOT show that many organizations have started telecommuting.

The next review from operating administrations is due to Peña by mid-October.

A handbook with telecommuting instructions is available by contacting Nancy Hurmence, AHR-130, x73903.



Retirement Information

The retirement estimate telephone system—800-888-4412—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.



Give Hope

Combined Federal Campaign Runs Through November 10

The Headquarters kickoff for this year's Combined Federal Campaign (CFC) will be on Tuesday, October 11, at 11:45 a.m., in the building lobby. Keynote speaker at the event will be *Washington Post* columnist Mike Causey.

The second annual airplane contest, where employees fly make-shift airplanes from the second floor balcony of the Headquarters building, will also take place during the ceremony.

The theme for the 1994 campaign, which runs through November 10, is "Give Hope."

Give HOPE



THROUGH YOUR CFC

FAA Administrator David Hinson is the agency's campaign chairman, and Assistant Administrator for Budget and Accounting Nick Stoer is serving as vice chairman.

More than 2,000 local, national, and international volunteer agencies are participating in this year's campaign.

During the next month, numerous CFC activities will take place at Headquarters. Employees are encouraged to get involved in the effort, and help raise funds for the causes supported by the CFC. Look for more detailed information about these upcoming events in future issues of Headquarters *Intercom*.

Looking Good!

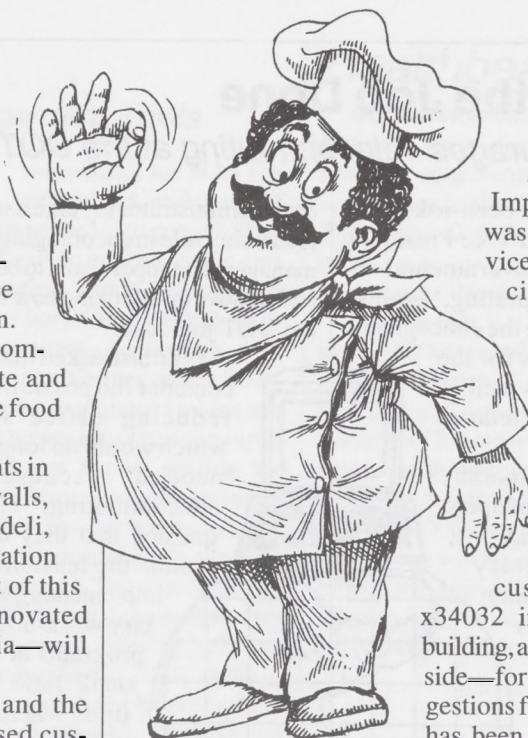
Cafeteria Renovations at the FAA

For those who haven't noticed, the FAA Headquarters cafeteria is getting a complete makeover, courtesy of the Facilities Management Branch, the Office of the Administrator, the Headquarters Employee Participation Group, Service America, and the General Services Administration.

The cafeteria renovations—scheduled to be completed early this month—involve both immediate and long-term changes in both the atmosphere and the food itself.

Short-term changes include the addition of lights in the food service areas, a fresh coat of paint on the walls, and the installation of new carpet. New self-serve deli, hot dog, salad, and nacho bars, along with the relocation of the frozen yogurt machine, will also be a part of this change. The new area—located near the renovated Vinaigrettes salad bar in the rear of the cafeteria—will remain open until 3 p.m. daily.

Throughout the facility, the cashier stations and the location of tableware will be changed for increased customer access. There will also be a newly designed refrigerated condiment station for sandwiches.



America also designed a bulletin board for questions and answers—employees can pin up a card with their question, and the following day, there will be a replacement card with an answer.

A Customer Service Improvement Program was put into place by Service America and the Facilities Management Branch, which provides bi-weekly service improvement training for cafeteria staff on customer service, safety, food handling, and sanitation. A

customer hotline—x34032 in the Headquarters building, and 443-4032 from outside—for comments and suggestions from cafeteria patrons has been established. Service

America also designed a bulletin board for questions and answers—employees can pin up a card with their question, and the following day, there will be a replacement card with an answer.

The long-term phase will result in a new look for the cafeteria—one that will require demolition and reconstruction. "Grab and Go" stations will be established for customers in a hurry. Changes to the current menu will include foods with reduced fats, salts, and cholesterol. Signage will be improved to allow patrons to more easily decide on and locate their meal choice.

The FAA cafeteria recently received a certificate of merit from the Department of Consumer and Regulatory Affairs for its sanitation ratings of at least 90 percent during the past three quarterly inspections.

Cafeteria hours are as follows:

6:30 to 9:30 a.m. — full breakfast

7 to 10:15 a.m. — continental breakfast

11 to 1:30 p.m. — lunch

1:30 to 3 p.m. — snacks



Early Indoctrination

Youngsters at the FAA Headquarters Child Care Center recently received an early indoctrination into the world of aviation when they were visited by National Aeronautics and Space Administration official Randy Hunt.

Hunt, from NASA's Office of Education, presented the center's four- and five-year olds with a 45-minute science program. The presentation—which complimented the center's science module—included many "hands on" items, such as an astronaut food tray, shuttle sleeping apparatus, a space suit, and several model spaceships. The kids also viewed a video on the space program, and had an opportunity to ask questions of Hunt.

The program was sponsored by the Headquarters Employee Participation Group.



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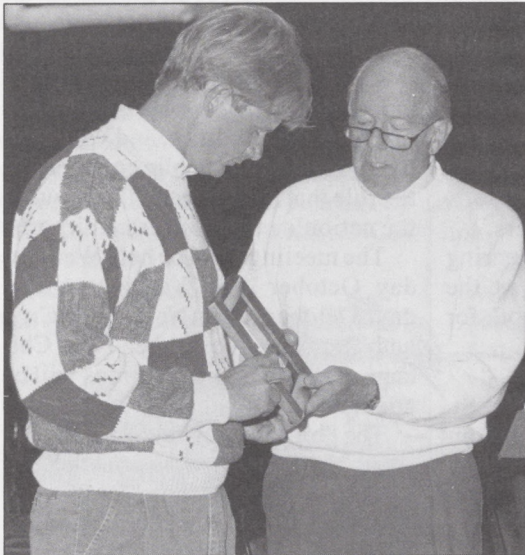


U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

Heralding Heroism

Administrator Honors Five for Rescue Efforts in Alaska



FAA Administrator David Hinson, right, presents Canadian citizen David Miles with the DOT Secretary's Award for Heroism.

Five citizens were recently praised by FAA Administrator David Hinson for "selflessly" rescuing seven persons aboard a Piper Navajo when it plunged into the frigid waters of Alaska's Bering Sea last year.

During an Alaskan Region ceremony, the group was presented with the Administrator's Award for Distinguished Service. David Miles, a Canadian geological technician working in the Nome area, was singled out for his "ingenuous, selfless, and courageous" participation in the rescue effort. Hinson presented him with the DOT Secretary's Award for Heroism.

The aircraft—traveling from Russia to Nome, AL—crashed near a small island in the Bering Sea after the pilot radioed a distress signal indicat-

ing he was out of fuel. Several local helicopter pilots raced to the scene, only to find the plane's occupants clinging to empty gas cans in the frigid water. The plane had already disappeared beneath the surging sea.

Miles, who was a passenger in one of the helicopters, spotted a woman who was about to go under. Fighting three-foot swells, he climbed onto the helicopter skids, attempting to pull the now-exhausted woman to safety. Realizing that the victim was too weak to hold on, Miles wrapped his legs around her body, while hanging on to the helicopter with one hand. He then instructed the pilot

to "tow" them to the nearby island. The woman—suffering from severe hypothermia—suddenly slipped from his grasp, and plunged back into the water about 50 meters from the island. Miles, dressed in only jeans and a work shirt, dove into the icy water and swam to her rescue. Upon reaching the safety of the island, he revived her.

Other participants in the rescue included pilots Eric Penttila and Walter Greaves, mechanic Jerry Austin, and firefighter Randy Oles.

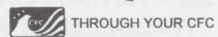
The helicopter firms, and two other pilots who provided assistance in locating the downed aircraft, were presented with the Flight Standards Good Neighbor Award. FAAers and medical support staff involved in the rescue effort were also recognized.

Highlights

Giving Hope. The 1994 Combined Federal Campaign (CFC) for the Washington, DC, Metropolitan area will be conducted at the DOT through November 10. The theme of this year's effort is "Give Hope."



In a recent memo to all employees, DOT Secretary Federico Peña said that he "is personally committed to CFC. I know that I can count on your generous support in the stewardship of our community."



turn to **Highlights** on page 2

Critical Challenge

Future of American Aviation is Corporatization, says Daschle

Posing the question, "do we keep the air traffic control system within the FAA as it is today, or do we pull it out and make it a separate independent government corporation," FAA Deputy Administrator Linda Hall Daschle moderated a panel discussion at the recent Air Traffic Control Association annual conference.

The session focused on the proposed United States Air Traffic Services Corporation (USATS), which, Daschle said, is a "crucial issue to the long-term interests of aviation."

According to Daschle, the discussion was not about the performance of

turn to **Air Traffic** on page 4

Highlights from page 1

The CFC has carefully chosen a broad cross-section of organizations that provide a range of assistance, including health care, educational and environmental programs, crisis intervention, animal welfare, and disaster relief.

During the campaign, employees can designate one or more charities to receive a contribution. The payroll deduction plan permits employees to provide help throughout the year while making it easy to contribute.

Air Traffic Chair. Lingiam Odems, Department of the Army Liaison for Air Traffic Matters within the Department of Defense, was recently elected chairman of the Air Traffic Procedures Advisory Committee.

Following the TWA Flight 514 crash in December 1974, the committee was established by then-DOT Secretary William Coleman to examine the overall structure and management approach of the FAA.

The task force looks at the agency's use of delegations in carrying out its statutory safety mission and examines the relationship of the safety mission to other FAA missions.

Organizations represented on the

committee are from both government and industry and include: the United States Army, Navy, and Air Force; Aircraft Owners and Pilots Association; National Air Traffic Controllers Association; and the Experimental Aircraft Association.

Network Members. FAA Administrator David Hinson recently signed a memorandum of understanding with the Department of Defense's Software Program Managers Network to make the FAA an active member of the network.

The network is dedicated to substantially reducing cost and schedule overruns and improving quality while more effectively managing risk in software maintenance and development through the improvement of the software skills of program managers.

The FAA's Software Engineering Specialty Group will serve as the agency focal point in the network for FAA operational software.

Airspace Assumption. The St. Louis Terminal Radar Approach Control (TRACON) facility recently assumed the airspace previously worked by Scott Air Force Base, IL.

Part of the Capital Improvement Program, the airspace "assumption" project—which met its targeted completion date of August 31—is the first of 19 FAA/Department of Defense TRACON transfers. The FAA reconstructed the airspace, installed associated air traffic control operational equipment, and changed airspace control from Scott Air Force Base to the St. Louis TRACON.

The project resulted in improved air traffic operations in the congested St. Louis/Scott Air Force Base area by reducing air traffic coordination requirements, in addition to providing the St. Louis TRACON with a "second" radar. The cutover included the remoting of ASR-9, Mode S, and communications equipment. It also up-

graded the ARTS IIIA and the Integrated Communications Switching System.

The task was accomplished through the close coordination among Airway Facilities, Air Traffic, support organizations from both Great Lakes and Central Regions, and key representatives from Scott Air Force Base. Various equipment acquisition offices in FAA Headquarters also assisted in the project.

The FAA allocated \$7.8 million in 1992 funds for the airspace assumption project.

Limiting Flights. The FAA will hold meetings during the next two months in Chicago, New York, and Washington, DC, to obtain public comment on the rule that limits air traffic at four of the nation's most congested airports.

The meetings will be held Wednesday, October 19 in Washington, Friday, October 21 in New York City, and Thursday, November 17 in Chicago. The times and locations will be announced at a later date.

The "high density rule," commonly known as the "slot rule," is a 25-year-old regulation that limits hourly scheduled takeoffs and landings at four of the nation's most congested airports—New York's LaGuardia and Kennedy, Chicago O'Hare and Washington National.

The study, expected to be completed next month, will examine 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.

Notification of the public meetings was published in the Sept. 20 *Federal Register*.

For more information on the study, contact Larry Barry, FAA, Policy and Planning, (202) 267-3305.

Tighter Procedures. Due to very



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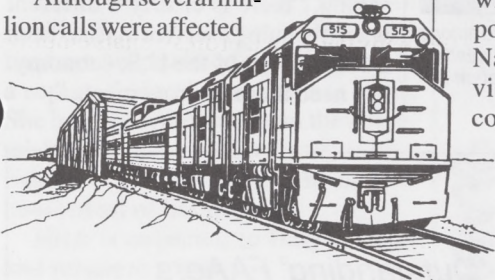
800 Independence Avenue, SW
Washington, DC 20591
(202) 267-3441

high claims for meals and incidental expenses in San Juan, Puerto Rico, the FAA is tightening its procedures.

These excessive claims were due largely to the high per diem rates in nonforeign areas. Until the procedures are fully implemented, Executive Director for System Operations Monte Belger has asked all Administrator's Management Team members to limit, to the extent possible, permanent change-of-station moves to—or within—nonforeign areas. All such moves should be reviewed to ensure that they are necessary to meet a justified exigency.

Great Save! When a railroad construction crew in Princeton, NJ, recently cut a high capacity telecommunications cable, the Leased Interfacility NAS Communications System (LINCS) saved the day.

Although several million calls were affected



in the northeast corridor when the cable was cut, no communications between the FAA's air traffic control facilities were affected.

In 1988, a similar cut to a cable in the same area caused a 15-hour outage, stranded thousands of passengers, and resulted in major disruptions of the air traffic in the Eastern United States.

LINCS was awarded to MCI Telecommunications, Inc., in March 1992. Since then, implementation of the infrastructure to establish LINCS has been underway. The system is a highly robust network connecting over 4,000 facilities and providing reliability comparable to other components of the National Airspace System.

Cutover of the existing circuits to the LINCS network continues, with full implementation expected by early 1996.

Security Clearances. It is not the

policy of Civil Aviation Security to deny an employee a security clearance simply because the employee is gay, lesbian, or bisexual, advises Sheila Skojec, committee member of the DOT GLOBE.

For more information, contact Skojec, AGC-710, 376-6475.

Engineering Contract. To help integrate major new technologies into the nation's air traffic control, surveillance and navigation network, the FAA recently awarded a \$75.8 million three-year contract to TRW Inc., Government Information Services Division, Fairfax, VA.

The contract can be renewed for up to four additional years. If renewal options are exercised, the contract's value would be raised to \$187.9 million.

The contract will provide the FAA with a wide range of technical support and engineering services for the National Airspace System. Services include system engineering; cost-benefit analyses; future needs of the national airspace system; research, development, planning and maintenance of communications, navigation, landing, surveillance and automation technology. TRW will also assist the agency in integrating the performance of major technical contractors and

updating the FAA's massive Capital Investment Plan—an ongoing multi-billion dollar program to modernize aviation's infrastructure.

The airspace system is made up of 28,000 radars, weather monitors and other components at more than 6,000 locations. The contract is aimed at supporting the upgrade of these components to meet the challenge of increased demand on the system in the 21st century.

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.

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.

FAA Remembers

Thomas Arntsen, airport engineer and retired Lt. Colonel in the Army Air Force, died September 5 of complications of lymphoma at Arlington Hospital. He was 81 years old.

Arntsen was a 24-year veteran of the FAA. He spent the last 18 of those years as an airport planner and programmer developing a system of airports for the U.S. and its territories under the Federal-aid Airport Program. He also worked in Systems Research Development on experimental projects pertaining to

airport development, and was a technical airport advisor to the assistant administrator for programs.

Arntsen held a commercial multi-engine pilot's license, and was a member of the Columbia Toastmasters Club of DC. He is survived by his wife, two daughters, and two grandsons.



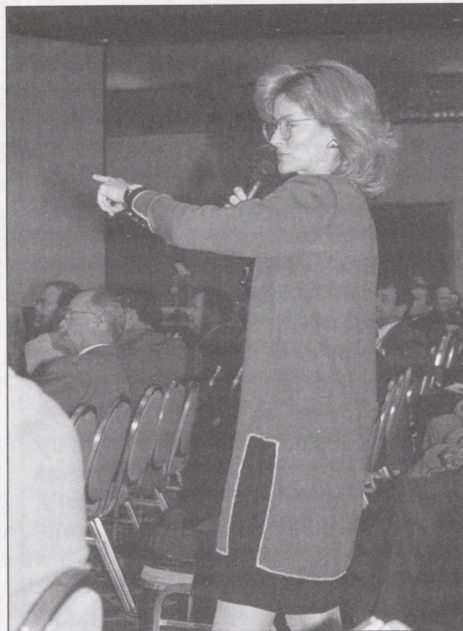
Air Traffic Control Association *from page 1*

the current air traffic control system. The U.S. system, she said, "is, for the most part, highly successful by any reasonable standard of measurement. It's generally acknowledged to be the best in the world—the world's standard for excellence."

She told the group, though, not to be satisfied with the status quo, and to look beyond the horizon to see whether the air traffic system, as it is currently structured, can continue to deliver the same high level of service and safety 10 or 15 years down the road.

By the year 2000, the system will have to accommodate an additional 300 million passengers per year. "This means that for every 10 passengers that fly today, we will have to find room for six more," said Daschle.

Current budget projections show no increase for the FAA through 1998, so it is imperative, she said, "that we find ways to operate more



FAA Deputy Administrator Linda Hall Daschle among the more than 200 participants at the panel session during the recent Air Traffic Control Association annual meeting.

efficiently and more economically."

"The Clinton Administration," said Daschle, "believes that the proposed U.S. Air Traffic Services Corporation provides the best organizational structure to guide us through this period of growth and change."

Panel members consisted of key policy makers from around the world who have taken "more than a casual interest in the management of air traffic control systems."

During the session, each of the seven panelists made statements on the corporation concept which were followed by questions from both Daschle and the audience.

Panelist Frank Kruesi, DOT's assistant secretary for Transportation Policy, wrapped up his statement by saying, "there is clearly a different way of running a service that has been a cornerstone of the U.S. economy. We need these improvements."

Merit Awards

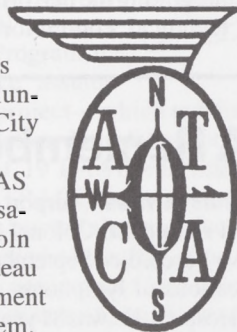
Air Traffic Control Association Recognizes 'Outstanding' FAAers

Several FAAers and agency organizations recently received 1994 Air Traffic Control Association (ATCA) merit awards during the organization's annual award luncheon, held at the Hyatt Regency Crystal City Hotel, Arlington, Virginia.

→ **Paul Drouilhet**, on detail to the NAS System Engineering Service from the Massachusetts Institute of Technology's Lincoln Laboratory, received the William A. Parenteau Memorial Award for outstanding achievement in support of the National Airspace System.

→ **David Hurley**, director of the Office of Air Traffic System Management, was awarded the George W. Kriske Memorial Award for his outstanding career contributions in air traffic control.

→ **Bill Pollard**, retired FAA associate administrator for Air Traffic, received the ATCA Special Medalion Award for his outstanding contributions to aviation safety and air traffic control achievement.



→ **Mark Miller**, Airway Facilities Special Project Office in Denver, CO, received the ATCA Airway Facilities Technician of the Year Award for his outstanding achievements in air traffic control.

→ **Thomas Williamson**, Research and Development Service, and **Central Region's Airway Facilities Division** were both honored with the Chairman's Citation of Merit Award for contributions in support of air traffic control.

→ **New England Region's Boston Tower/Terminal Radar Approach Control Facility** received the Earl F. Ward Memorial Award for outstanding group achievement in air traffic control.

The association's yearly award ceremony recognizes the achievements and contributions of persons engaged in the development, operation, and maintenance of the nation's air traffic control systems.

People

Leave Donations. The following Headquarters FAAers are eligible recipients for the agency's leave donor program.

Angel Colon, an employee development specialist in the Office of Human Resource Management's Training and Career Development Branch, has been on emergency leave since April to undergo chemotherapy treatments for cancer. His leave will soon be depleted.

Patricia Fair, an aeronautical information specialist with the Airspace and Flight Procedures Branch, has exhausted all of her leave while caring for her husband who is undergoing chemotherapy, using the experimental drug Toxal. The side effects require 24-hour care for several days following each treatment.

Patrice High, a secretary in the Air Traffic Plans and Programs Division, has been hospitalized since July due to a ruptured blood vessel in her brain. She has been released from the hospital, but her recovery time will involve extensive rehabilitation. She has exhausted all of her leave.

High is expected to fully recover and return to work.

Brenda Pitts, program analyst with the Office of Air Traffic System Effectiveness, is suffering from a chronic illness and has exhausted all of her leave.

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

FYI

Tuesday Deadline. Headquarters *Intercom* is published weekly. The deadline for items is *no later than 2 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.

Dedicated Professionals DOT Secretary Declares November 3 Employee Recognition Day

DOT Secretary Federico Peña has declared November 3 Employee Recognition Day. The day is being combined with the Secretary's Annual Awards Ceremony to send a clear message to all employees that everyone is a valued member of the DOT team.

At the FAA, agency organizations—both in Headquarters and the regions—are encouraged to design recognition events to show the agency's "dedicated professionals" how much they are appreciated.

In a recent memo the FAA's top management team, Administrator David Hinson challenged "each office to come up with innovative ways to acknowledge those who have consistently supported the agency's mission throughout the year."

"As I have said many times, I am always impressed by the degree of professionalism exhibited at all levels within the FAA. Now is the time to convey this message to employees," said Hinson.

"Let's use this day set aside by Secretary Peña to say 'thank you' to the many dedicated professionals employed by this agency," said Hinson.



FAA Administrator
David Hinson

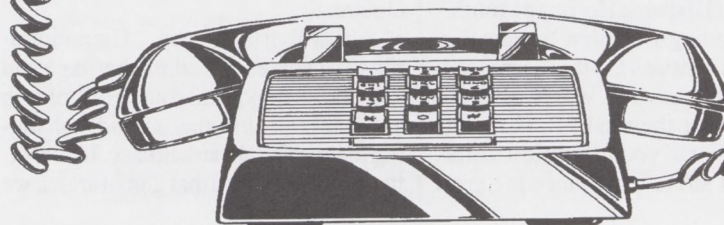
Retirement Information

The retirement estimate telephone system—800-888-4412—covers all FAAers, whether they are under the Civil Service Retirement System or the Federal Employee Retirement System.

Employees may request as many estimates as they desire for their retirement planning purposes. The system will project retirement dates up to the year 2030, and allow employees to personally select their projected percentage of future pay increases.

It will be operational 24 hours a day until February 1995, and can be accessed from any touch-tone telephone. A written estimate will be mailed to the employee's home the next business day.

As of last month, the agency had provided almost 14,000 written estimates for more than 7,000 employees. The system, managed by the Office of Labor and Employee Relations, continues to provide almost 1,000 written estimates each month for FAAers.



Partners for Progress

Working Together is the Key to Success



Miguel Ordoñez served as keynote speaker at the Hispanic Heritage Month kickoff. Seated on the stage are, from left to right, Associate Administrator for Airway Facilities Archie Archilla, Associate Administrator for Aviation Standards Darlene Freeman, and FAA Deputy Administrator Linda Hall Daschle.

"The strength of the FAA is in its ability to let each employee do what he or she does best," said Miguel Ordoñez, keynote speaker at the Headquarters kickoff of National Hispanic Heritage Month.

Ordoñez, who is the chairman, president, and chief executive officer of the Atlanta-based airline Private Jet/National Airlines, told FAAers that "each one of us should use our individual talents to the benefit of aviation worldwide."

He spoke of his background, saying that he was Colombian by birth and a United States citizen by choice, and told the audience that he "would rather be judged by my actions than by who I am by birth."

Saying "each of us has an advantage in some situations and a disadvantage in others," Ordoñez told the group to "seek out those situations in which you have an advantage and use your talents to make the most of them."

FAA Deputy Administrator Linda Hall Daschle attended the ceremony, reinforcing the agency's commitment to "a partnership among all people who work

for the FAA." She told the audience that "hand in hand, we can achieve our goal and make a difference that counts."

Daschle stressed that the diversity of the American people is "what makes us strong as a Nation." She said, "we have to go far beyond certain high visibility positions in the administration, to a much broader commitment to increasing the participation of women and minorities throughout the civil service and society."

Also present at the ceremony was DOT Deputy Chief of Staff Katherine Archuleta, who told the group that "partnerships that produce even the smallest of miracles help us make progress."

Closing the ceremony, Mayte Agosto, a representative of the Hispanic Planning Committee, presented Daschle with the coalition's Excellence in Diversity of Women award, recognizing FAA Headquarters for their accomplishments in this area. The annual award is presented to the organization demonstrating the greatest accomplishments in the advancement of women.

The Hispanic Planning Committee also recognized the following organizations for sponsoring activities to commemorate Hispanic Heritage Month: Airway Facilities, Information Technology, Aviation Standards, Public Affairs, Human Resources, Office of Rulemaking, and Civil Rights.

Presidential Proclamation

Clinton Recognizes National Hispanic Heritage Month

Seeking to recognize the accomplishments of Hispanic citizens and focus national attention on their extraordinary contributions and culture, President Clinton recently signed a proclamation designating September 15 through October 15, 1994, as National Hispanic Heritage Month.

According to Clinton, "young Hispanic Americans are the future leaders, educators, and workers of our Nation. For their sake, and for the generations of young people to come, we must strive to advance the great

traditions of family and community that have enabled Hispanic Americans to make invaluable contributions to our country since its beginning." These traditions, he said, "fortified by new opportunity, can uplift our people and help build a brighter future for all of our children."

According to Clinton, "The community that shares our ethnic heritage can provide an important source of strength and continuity in today's rapidly changing international marketplace. If our Nation is to succeed in that global arena, we

must embrace the energy and creativity of all our people, relying on the strength of community more than ever."

Last February, Clinton signed an executive order which seeks to improve educational opportunities for Hispanic Americans throughout the Nation. It establishes a commission of Hispanic American community leaders that will focus on Hispanic children and youth and recommend methods to improve their academic performance. The commission is also looking for ways to encourage the government and the private sector to work as a team to inspire Hispanic students to achieve their goals.

Securing Children

FAA Issues Warning on Child Safety Seats

Citing recent research, the FAA cautioned that harness-type child safety devices do not adequately restrain children when used on aircraft. It also said that booster seats may not provide enhanced protection for children beyond what a seat belt provides in aircraft.

The announcement was the first step in a four-part plan to increase the safety of children traveling with adults, and is based on a study of child restraint devices by the FAA's Civil Aeromedical Institute in Oklahoma City.

Booster seats and harnesses generally are used by children older than two. FAA rules require children two or older to occupy a separate seat with a seat belt. Parents have the option of using a certified child restraint device for additional protection.

"American aviation is the safest in the world, and this program is just one more step toward increasing that margin of safety," said FAA Deputy Administrator Linda Hall Daschle. "The agency prefers that children use restraint systems aboard aircraft, and our goal is to provide parents with information. Because there are so many choices on the market, parents need to be educated consumers and passengers."

The FAA conducted impact tests on six types of child restraint systems. Rearward-facing seats, which are used by infants weighing less than 20 pounds, performed well. Harness restraint systems did not adequately restrain the test dummy. Booster seats may not afford enhanced protection for

occupants, according to the study. Tests were also done on forward-facing child seats using a dummy simulating a three-year-old.

The data show that compared to regular seat belts, some of the forward-facing seats did not provide additional protection to three-year-olds.

The FAA continues to emphasize that children under the age of two are safer in a certified child safety seat than

when sitting on an adult's lap.

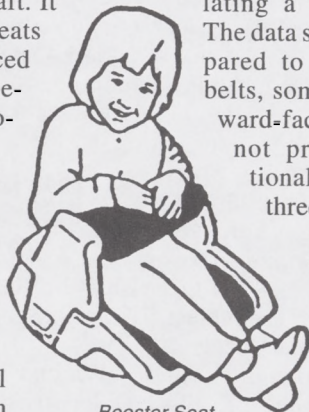
The FAA has also begun a program

with the aviation industry, urging airlines voluntarily to expand cost-saving programs to entice parents traveling with children to use safety restraints. Many carriers now offer such programs.

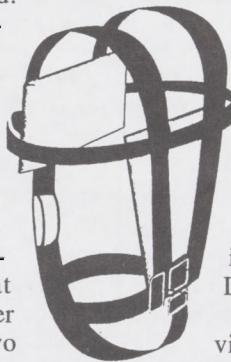
"We encourage passengers to consult the airline or their travel agent about the most advantageous programs sponsored by individual airlines for people flying with small children," said Daschle.

Finally, the FAA will provide a report to Congress on whether to require child restraint devices aboard an airplane.

The results of this study will be published next spring.

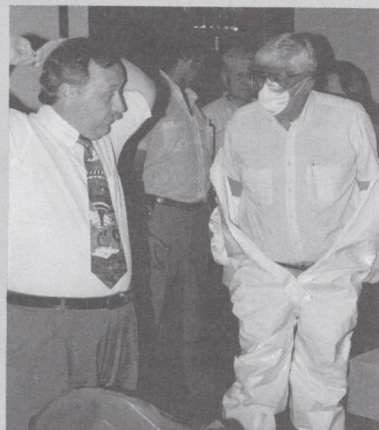


Booster Seat



Harness

New Techniques



Over the next few months, the agency's aviation safety inspector work force will learn new techniques for use when conducting aircraft accident investigations. The Denver Flight Standards District Office recently hosted the FAA's first Bloodborne

Pathogens Awareness Training session, focusing on protecting inspectors from potential biological hazards while searching through wreckage and handling aircraft parts. Aviation safety inspectors nationwide will be trained on occupational safety and health regulations; the medical aspects of bloodborne pathogens and how they are transmitted; restricting access to accident sites; methods to avoid personal exposure if direct contact with contaminated parts is necessary; and procedures to follow if an individual is exposed. The training program was developed by a team of representatives from the Flight Standards Service, National Transportation Safety Board, Occupational Safety and Health Administration, and the Professional Airways System Specialist Organization.



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Flightplan

Seminar Series. The Flight Standards Service is sponsoring a presentation as part of its speaker seminar series, *Thursday, October 13*, from 11:30 a.m. to 12:30 p.m., in the Headquarters auditorium.



The keynote speaker will be Phil Boyer, president of the Aircraft Owners and Pilots Association.

For more information, contact Ruth Ann Hodges, x77480.

Management Training. A three-day course on the workings of the Federal Advisory Committee Act is being offered by the General Services Administration beginning *Tuesday, February 7*.

Called the Federal Advisory Committee Act Management Course, it is open to all federal employees, as well as contract employees.

The course is recommended for employees directly involved in providing staff support or legal advice to an

FAA advisory committee, and for individuals serving as the designated federal official for an advisory committee.

Interested employees should submit Standard Form 182—through their training coordinator—to the Employment and Staffing Branch, AHR-140. The form must be submitted six weeks prior to start date.

For more information, contact Peter Marraine, x79523.

Software Engineering. The Software Engineering Specialty Group, ASE-600, is sponsoring a Software Engineering Forum on *Thursday, October 13*, from 9 to 11 a.m., in the Headquarters auditorium. The subject is "Managing Technological Change."

The purpose of the forum is to provide an understanding of the organization's role in technology management, and how technological changes affect standard software processes.

A networking session will be held after the forum, where participants will be able to meet Executive Director for Acquisition Dr. George Donohue, who will provide insight on how software

technological changes affect the FAA.

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

GLOBE Gatherings. The DOT Gay, Lesbian, or Bisexual Employees (GLOBE) group will hold its next business meeting on *Thursday, October 20*, at 5:45 p.m., in the Nassif building, rooms 6244-46.

For more information, contact



Harry LeBlanc, ASU-320, 366-4525, or Sheila Skojec, AGC-710, 376-6475.

Visions of the Future. The DOT Task Force on the Secretarial Occupation will present its findings and recommendations *Thursday, October 13*, from 2 to 3 p.m., in the Headquarters auditorium.

All employees are welcome.

For more information, contact Eloise Louallen, x60500, or Margo Thompson, x71047.

EEO Complaints

Trained Counselors Ready to Help

FAA Headquarters has 20 EEO counselors trained to help employees report job discrimination or sexual harassment.

An employee who believes he or she has been discriminated against because of race, color, religion, sex, national origin, age (40 years or older), physical or mental disability or reprisal, must first consult with an

Equal Employment Opportunity counselor within 45 calendar days of the alleged discriminatory matter. If the complaint stems from a personnel action, a counselor should be contacted within 45 calendar days of its effective date.

Here are the routing symbols and telephone numbers of the Headquarters EEO counselors:

Yolanda Allen	AIA-120	x73210	Delbert Mann	ASU-423	(410) 962-3129
Joyce Bentley	AEE-20	x73554	Mary McCourt	AFS-540	(703) 661-0333
Vonya Brown	ANN-120	x76515	Mehul Parekh	AHD-300	x65425
Rosetta Carey	AFS-530	(703) 661-0333	Samuel Petitto	AIT-500	x77444
Carmen Carrion	ASF-10	x77067	Robert Pierce	ASM-110	x73066
Shirley Cochran	AIT-900	x78318	Catherine Randall	AND-20	x79865
John Elliot	AIT-900	x78318	Yolanda Stevens	AGC-600	x73199
Janet Hollingsworth	AHR-140	x78916	Laura Swanson	ASE-4	287-7120
Greg Joyner	ASE-300	287-8634	Cheryl Thompson	ASD-20	287-7101
Eileen Lee	APM-130	287-8674	Richard Wu	AFE-200	287-8042

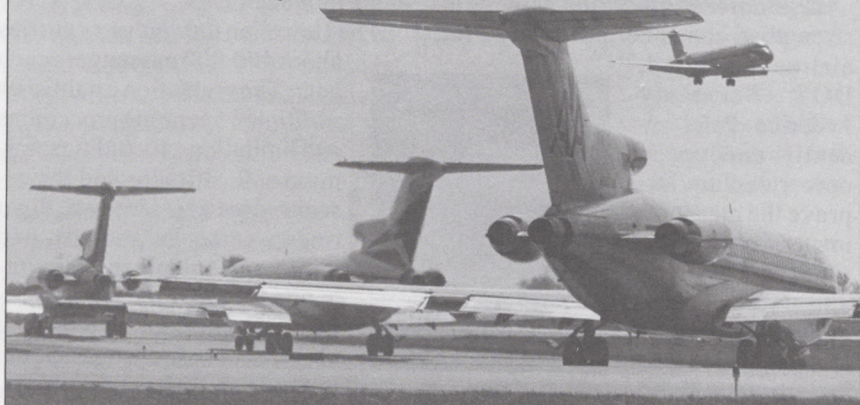


U.S. Department
of Transportation
Federal Aviation
Administration

Headquarters Intercom

Capacity Crunch

The Magnitude of the Problem is Clearly Understood, Says Hinson



The U.S. air traffic control system, airlines, and airports will have to accommodate one billion passengers a year within the next two decades—twice as many as today.

Saying that airport capacity “is about to become one of our most important concerns, second only to safety,” FAA Administrator David Hinson recently reminded members of the Airports Council International of North America of the upcoming capacity crunch at U.S. airports.

During the Council’s third regional conference and exhibition in Toronto, Canada, Hinson said that FAA forecasts predict that within the decade, air travel in the U.S. will increase 60 percent. “For every 10 passengers who fly today,” he said, “we will have to find space for six more.”

Within the next two decades, Hinson noted, the U.S. air traffic control system, airlines, and airports will have to accommodate one billion passengers a year—twice as many as today. “Providing for this surge of new travelers is a challenge we are going to be hard

pressed to meet,” he said.

According to Hinson, the magnitude of the airport capacity problem has been understood for at least a decade. A 1990 study by the Transportation Research Board provided a comprehensive, impartial analysis of the issue, and identified the most credible strategies for expanding airport system capacity. While the study did not single out any one strategy as offering the most promise, there were two points emphasized throughout the report—the importance of new ideas for financing the needed expansion, and a redefinition of the federal role in national airport system planning and development.

In terms of financing new airports, or undertaking a major expansion of an existing airport, Hinson said “it takes a mountain of money, and we’ve just about mined out all of our old federal

turn to Capacity on page 4

Highlights

New Jersey Noise. Keeping its promise to work more closely with citizens and elected officials, the FAA recently asked to hear from the public on a new proposal to cut aircraft noise for many New Jersey residents who have been objecting to increased noise since the agency realigned east coast aircraft routes in 1987.

The noise mitigation proposal, the analysis of an over-the-ocean routing proposal submitted by a New Jersey citizens group, and specific noise levels for every New Jersey census block are all new information contained in a “supplemental” draft environmental impact statement on the Expanded East Coast Plan (EECP).

The proposal was announced during a recent press conference in Newark, NJ. It would make several changes to current routing procedures to reduce noise for 18,755 Union County residents—approximately 40 percent of the 45,600 people who experienced higher noise levels when the EECP was implemented—without a comparable increase in noise for other residents. There would be no noise effects for residents living outside of New Jersey. Continuing most of the current EECP routes and procedures would benefit 1.46 million New Jersey residents who would experience higher noise levels if the EECP were rolled back.

During a 60-day period, the public has an opportunity to comment on all the information in the supplemental. After that, the FAA will review all comments and prepare a final environmental impact statement which is ex-

turn to Highlights on page 2

Highlights from page 1

pected to be issued in early 1995. In addition to accepting written comments, the FAA will hold public hearings in Cranford, Tinton Falls and Bernardsville, NJ, and a public meeting in Staten Island, NY.

Air Traffic Software. The FAA announced it will seek a proposal on the costs and schedule of completing the en route controller work station program from Loral Corporation during a recent press conference in Washington, DC. The announcement followed an analysis of advanced air traffic display software by independent experts.

If the agency can negotiate and agree upon a fair and fixed price and schedule, the FAA will then move forward with Loral. Otherwise, the agency will proceed with other strategies.

Executive Director for Acquisition George Donohue said "we have completed an evaluation of advanced air traffic display software, and the underlying architecture is sound, but the documentation and implementation leave a lot to be desired." The FAA will continue, he said, to work with Loral while it documents the overall archi-

ture and computer code. "In addition, we are monitoring process improvements that Loral has said it is introducing into its new Federal Systems Division."

This decision is based on the findings by Lincoln Labs and Carnegie Mellon Software Engineering Institute in the 90-day study that the existing software—although flawed in several respects—can perform adequately with sufficient effort and attention. The study was part of the agency's overhaul of its advanced automation program.

Customer Protections. Moving to strengthen consumer protections for airline travelers, DOT Secretary Federico Peña recently announced new rules to improve the measurement of airline on-time performance and increase the compensation for lost baggage. The Department will also begin an examination of airline marketing practices focusing on airline computer reservation systems.

The first of the new rules requires airlines to include in their monthly on-time performance reports flights delayed or canceled because of mechanical reasons. For the first time, the 10 largest U.S. passenger air carriers will be required to report the new information beginning January 1, 1995.

A second proposal raises the limit on compensation consumers can collect when airliners mishandle their baggage to \$1,850. Current Department regulations allow carriers to limit their liability for lost, damaged, or delayed baggage to \$1,250 per passenger on domestic trips.

The third action announced by Peña involves the Department's new examination of airline marketing practices and the computer reservation systems business. Computer reservation systems provide information on

airline schedules, fares, and seat availability to travel agencies and allows agents to book seats and issue tickets. The aim of the study is to learn what impact revised federal regulations and recent developments in airline marketing practices are having on airline competition.

Hawaiian Operators. The FAA recently issued a new regulation tightening safety requirements for air tour operators in the state of Hawaii. The new safety regulation is part of an FAA effort to improve the safety of air tours, following an increased number of air tour accidents.

The Hawaiian tour industry carries about 400,000 passengers each year. The regulation establishes additional operating procedures and limitations, including minimum safe altitudes and the associated increases in visual flight rules weather minimums, and minimum equipment requirements for air tour operators using helicopters and fixed-wing airplanes. These changes should improve the safety of air tours, in light of accidents involving

low flight, encounters with adverse weather, and emergency landings in rugged terrain or water. The Hawaiian air tour industry has experienced 24 fatalities in the last three years.

"Our main concern is ensuring a safe operating environment for air tour service," said FAA Administrator David Hinson. "I'm confident the new rule, along with stepped up FAA inspections and the assistance of air tour operators will significantly improve the safety of air tour operations in Hawaii."

The FAA has already requested all Hawaiian air tour operators to audit their operations and maintenance practices and submit the review for evaluation. In addition, the FAA began a



DOT Secretary
Federico Peña

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program of special safety inspections of Hawaii's air tour operators in July that ended last month.

Reno's Privilege. The DOT recently announced that Reno Air has received an exemption from the FAA's "high density" slot rule, allowing it to operate three round trips a day between Chicago O'Hare and Reno, Nevada.

The recently passed FAA Authorization Act of 1994 authorized the DOT to grant exemptions from the slot rule to new entrant airlines in cases where there are exceptional circumstances.

The department noted that Chicago O'Hare is Reno's most important market to the east. It also noted that the city of Reno supported nonstop service by United Airlines until 1989 and American Airlines until June 1993 and that slot restrictions at O'Hare have made it difficult for a new entrant such as Reno Air to replace the service and provide a competitive stimulus. Chicago O'Hare is Reno's largest market without nonstop service.

Reno Air's exemption will enable it to start two round trips in mid-December, and to add a third trip in mid-April. Under the order, the exemption will continue until the department issues final rules on the high density slot rule. DOT is currently conducting a study of the rule and will make a report to Congress early next year. The 25-year-old regulation limits hourly scheduled takeoffs and landings at four of the nation's most congested airports—O'Hare, New York's LaGuardia and Kennedy and Washington National.

Student Employment. In a recent memo to all Administrator's Management Team members, Director of Personnel Kay Frances Dolan clarified the impact of the hiring freeze on the employment of stay-in-school (SIS) and cooperative education (co-op) students.

Within budgetary and ceiling constraints, current SIS employees may be reappointed without a waiver request. However, summer aids cannot be converted to SIS appointments without waivers from the hiring freeze.

Current co-op employees may be converted to the competitive service during the 120-day conversion period without having to submit a waiver request. New co-op appointments cannot be made without a waiver through the appropriate channels.

Employees under both of these programs count against an organization's personnel ceiling, and funding is provided by the employing organization, whether Headquarters or field.

Rate Decrease. Health insurance premium rates for federal and postal employees and retirees will decrease an average of 3.4 percent next year, according to the Office of Personnel Management (OPM).

This means a 1.1 percent decrease in health care coverage amounts paid by federal and postal workers, notes OPM.

Forty-five new pre-paid plans have been added to the Federal Employees Health Benefits program—more than twice the number that entered the program last year. Many of these plans have also expanded their service and enroll-

ment areas, making them available to more people.

Several health maintenance organizations will now allow individuals who live outside of their service areas to participate in the plan, and many will now let individuals join based on where they work, rather than where they live.

Open season for the 1995 program runs from November 14 through December 12.

People

New HEPG Officers. The Headquarters Employee Participation Group (HEPG) has elected new officers.

The Office of Government and Industry Affairs' Administrative Officer *Robert Cripe* is the new chairperson, assuming the leadership of HEPG from *Ralph Randall*, of the office of the Associate Administrator for Contracting and Quality Assurance. Gerri Robinson, Office of Rule Making, and Mary McCort, Flight Standards Service, were reelected as vice chairperson and recording secretary, respectively.



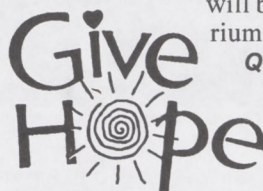
Continuing CFC


Events Scheduled Throughout FAA Headquarters

Events promoting the Combined Federal Campaign at the FAA continue throughout this month, and into November.

Headquarters activities include:

Costume Contest. The senior manager's halloween costume contest will be held *Tuesday, October 25*, in the FAA auditorium, from 10:30 a.m. until 12 noon.



 THROUGH YOUR CFC

Q & A Time. Representatives from local CFC charities will be in the FAA lobby between *Monday, October 31* and *Thursday, November 10*, from 9:30 a.m. until 3 p.m. each day to answer employee questions.

Pancake Breakfast. A pancake breakfast will be held *Thursday, November 3*, in the Headquarters cafeteria, from 7 until 10 a.m. The cost is \$3.25, and includes a \$1 donation to the CFC.

Silent Auction. The CFC silent auction will be held *Wednesday, November 9*, in the FAA lobby, from 10:30 a.m. until 2:30 p.m. Anyone wishing to donate an item for the auction may contact Rodney Herron, x79073, John Mathewson, x73742, or Chris Reese, x79056.

Capacity Crunch *from page 1*

resources." He stressed that "we have to find a way to span the shortfall between declining public resources and the rising costs of infrastructure."

The Administrator noted that adding a single runway today can cost as much as we once paid to build an entire airport, saying "this is a forceful reminder of the combined impact of inflation and constantly rising costs."

Hinson explained that in the 1994 authorization bill, Congress mandated the DOT to look at innovative approaches of financing airport development. He announced that "under the leadership of Cynthia Rich, FAA's assistant administrator for Airports, this study is now well under way." He said the study is designed to help define a strategy for managing the national airport system and invited participants to "join in this effort and work to make it a broadly collaborative consultation."

As for the federal role in national airport planning and development, Hinson said "we are now in an era which requires a high level of national coordination, and such extensive coordination necessarily involves the FAA and the federal government."

Hinson emphasized that "now is time to move beyond the stage of theoretical problem analysis and take on the job of developing a politically achievable program of action." Unless we find a way to add capacity, he said, the nation's airports may become the weak link in our total system, "limiting the gains we hope to achieve from advances in aircraft design and air traffic control technology."

Growth is a certainty, said Hinson and "unless we move quickly, an unsettling future for the entire aviation industry is just as certain. I am not being an alarmist when I say that, in this instance, time is not on our side."



Assistant Administrator for Airports Cynthia Rich is heading up a study designed to define a strategy for managing the national airport system.

During the conference, the Airports Council International recognized FAA Airports employees in Headquarters, regional offices, and airport district offices for "working long hours under extreme pressure to ensure that the Airport Improvement Program

funds were issued in a timely manner." Assistant Administrator for Airports Cynthia Rich accepted the award on behalf of Airports employees nationwide. It read "in appreciation of the FAA for their extraordinary efforts in accomplishing this extremely difficult task."

Increasing Capacity

FAA Awards \$950 Million in Aviation Grants



As part of the newly-announced AIP grants, New York's LaGuardia Airport will receive a new safety overrun extension.

Continuing its commitment to provide increased capacity at the nation's airports, the FAA recently announced that it awarded an additional \$950 million in nationwide aviation grants last month.

A major portion of the funds was committed to build runways—a vital link in adding greater takeoff and

landing capacity at large hub airports. Additional runways are being funded for Dallas-Fort Worth (\$25 million), Salt Lake City (\$17 million), Philadelphia (\$10 million), and Phoenix (\$9.5 million). Major reconstruction is being funded at Orlando, FL (\$11.5 million), and Kansas City, MO (\$10 million).

FAA Administrator David Hinson said

"this year, the FAA estimates about 528 million passengers will be carried on scheduled U.S. commercial flights. Within the next 20 years, we predict the nation's air traffic control system, airlines, and airports will have to accommodate one billion passengers annually—almost twice as many as today. These grants will help the nation meet its growing air transportation needs."

In addition to new runways and aprons, Airport Improvement Program (AIP) grants will finance a variety of airport improvements. These include projects such as a safety overrun extension at New York's LaGuardia Airport's main runway. Earlier this year, the FAA awarded \$2.5 million for this construction. An additional \$11.8 million will be provided to complete this project.

Individual grants range from several hundred thousand to several million dollars. Approximately 600 AIP grants were awarded as of the end of last month.



U.S. Department
of Transportation
Federal Aviation
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Headquarters Intercom

Training Techniques

*Voice Switching and Control System
Arrives at FAA Academy*



Lending a hand at the VSCS ribbon cutting ceremony are, from left to right, Gene Nobles, FAA Academy; Peter Challan, VSCS Program Manager; Tom Buschbaum, Advanced Automation Program; and Hank Gibbons, Harris Corporation.

With the snip of a ribbon, training on the voice switching and control system—commonly known as VSCS—began late last month at the

switches, providing air traffic controllers with easy access to radios.

The Academy system supports Air-
turn to VSCS on page 4

FAA Academy in Oklahoma City.

Built by Harris Corporation, the system incorporates the most advanced communications technology available. It provides reliable air-to-ground and ground-to-ground communications between air route traffic control centers and enroute aircraft using computer-controlled processors and

Highlights

Security Reminder. The Office of Information Technology reminds employees to be careful of their handling of cc:Mail messages after initial receipt to protect the information from unintended audiences.

Users are reminded to be aware of the sensitivity of information from the sender when printing or forwarding messages. Users should also ensure that all others on a mail list are intended recipients of any given message.

Employees can protect cc:Mail messages by logging off of their computer when they are away from their desks. The only way another person can access cc:Mail is if the computer is left on.

Passwords can also be used to protect individual user mailboxes or post offices. These passwords are chosen by the user, and should be easy to remember—first name, a spouse's name, or a simple word.

Cutting Costs. The Associate Administrator for Airway Facilities reminds employees that they should limit directory assistance calls by utilizing telephone directories provided by Bell Atlantic.

Over the last six months, a high number of directory assistance calls have been made from satellite locations, each costing the agency \$.36, which, in most cases, is an unnecessary expense. Telephone directories are distributed to each organization, at no charge, through telephone coordinators. Each coordinator may request additional phone directories for their office.

For more information, contact Rosa Flores, AAF-50, on (202) 267-8855.

Streamlining Update

Agency Plan Forwarded to DOT Secretary

Late last month, FAA's streamlining plan was submitted to DOT Secretary Federico Peña, where it is currently under review for its ability to meet the government-wide goals established in the National Performance Review (NPR).

In a forwarding memo, FAA Administrator David Hinson said "the FAA will be challenged to meet increasing demand for all of its services with fewer resources. Cost control,

increased productivity, and most of all, effective management will be central to the FAA satisfying its many customers."

The plan is based on specific agency organizational summaries. Hinson, along with FAA Deputy Administrator Linda Hall Daschle, and Agency Streamlining Coordinator Carl Schellenberg, coordinated the individual plans into an agency-wide strategy.

turn to Streamlining on page 2

Healthbeat

Breast Cancer. Information on breast cancer and demonstrations on breast self-examination will be available in the clinic, room 327, through Friday, October 28, to recognize breast cancer awareness month.



Breast cancer is the most common type of cancer among women. Approximately 175,000 women are diagnosed with it each year—a majority of them over 50 years old.

Breast cancer is typified by tumors that are usually located in the breast or underneath the arm. Women are encouraged to take an active role in early detection by performing monthly breast exams.

The FAA's Health Awareness Program designed these demonstrations to inform individuals about the lifesaving potential of early breast cancer detection.

For more information, contact the clinic, x73405.

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Streamlining *from page 1*

A major focus of the streamlining effort is finding new ways to do things. "Reengineering focuses on processes, not functions," Hinson wrote to Peña. "It identifies customers and necessary outcomes of a process and seeks to eliminate non-value-added activities and achieve significant improvements in quality, responsiveness, flexibility, and cost."

Agency reengineering efforts stress new system developments designed to ensure quick, flexible information processing and access. The FAA has already established a Business Process Reengineering program to gain expertise in this area, which includes a special interest group to provide a forum to share "lessons learned."

Many organizational reengineering efforts rely heavily on regional consolidation of specific functions, as well as a "flattening" of management levels between senior managers and employees.

"The common theme of work force empowerment, flatter organizations, fewer levels of review, and careful consolidation and centralization frame a new way for the FAA to do business," said Hinson. The NPR requires agencies to

reduce their work force by 12 percent, and achieve a 50 percent reduction in targeted government populations including supervisors, headquarters employees, and selected support occupations. As a result of the hiring freeze, buyouts, and attrition, the FAA has reduced its work force from 54,212 to 50,267. A 12 percent reduction in staff would require that the number be lowered to 47,707.

The agency has made significant strides toward meeting the overall goal for full-time employees. In response to immediate safety concerns though, the agency is increasing the number of aviation field inspectors. The FAA has achieved a 10.6 percent reduction in its work force, and is working to determine how to meet the required 12 percent goal.

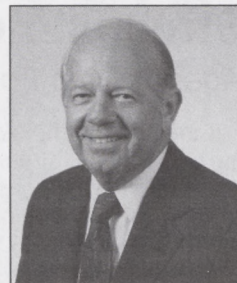
As Hinson noted in his memo, "downsizing" and other streamlining efforts will be an ongoing process and a number of factors will still need to be addressed. The FAA's vision, he said, "is to provide the safest, most efficient, and responsive aviation system in the world, and to be the best federal employer, continuously improving service to customers and employees."

Town Hall Meeting

Employee Dialogue Session with the Administrator Scheduled for November 2

Employees will have the opportunity to ask FAA Administrator David Hinson questions about the future of the agency at the next town hall meeting, scheduled for Wednesday, November 2, from 2 to 3 p.m.

During a live satellite broadcast from the Headquarters auditorium, the Administrator will first address employees on issues such as streamlining/reorganizations, diversity training, agency staffing and budgetary constraints, the status of performance awards, and other topical issues. Then, in addition to taking questions from the audience, FAAers in field facilities can call in on a special phone line.



Congratulations, Graduates!

14 FAAers Complete Mid-Level Manager Development Program

Fourteen agency managers from across the country recently graduated from the FAA's Mid-Level Manager Development Program during a ceremony held in Charlottesville, VA, the site of the group's final workshop.

The two-year program—which targets GS-14s and 15s with managerial and supervisory experience—is designed to sharpen skills for upper-management positions. Its goal is to enrich the selection pool for these high-level jobs by developing candidates throughout the agency's diverse work force.

Developmental activities included an orientation workshop, assessment

workshop by the Center for Creative Leadership, rotational and shadowing assignments, career planning, action learning projects, and topical workshops. During the two-year program, senior executives throughout the agency acted as mentors for program participants.

The 20 participants chosen for the 1993 program are currently at the midpoint. They are from organizations such as Airway Facilities, Airports, System Engineering and Development, and Regulation and Certification. A third group will start later this year.

Graduates from the 1992 program include:



Graduates of the 1992 Mid-Level Manager Development Program, front row from left to right, are Sanida McRae, Janet Malouin, Charles Spillner, Joseph Hawkins, Diane Russell, and Michelle Owsley. Second row: Lynda Lane, Mid-Level Manager Development Program Manager, C. David Hobgood, Joseph McNeil, Roger Anderson, Donald Gonder, Lori Aquilino, Adolfo Astorga, Lynn Jensen, and Dana Lakeman.

Roger Anderson

*Georgia Aircraft Certification Office
Central Region*

Lori Aquilino

*San Francisco International Field Office
Western-Pacific Region*

Adolfo Astorga

*Aircraft Certification Service
Headquarters*

Donald Gonder

*Transport Airplane Directorate
Northwest Mountain Region*

Joseph Hawkins

*Office of Rulemaking
Headquarters*

C. David Hobgood

*Detroit Flight Standards District Office
Great Lakes Region*

Lynn Jensen

*Flight Standards Division
Great Lakes Region*

Dana Lakeman

*Aircraft Certification Service
Headquarters*

Janet Malouin

*Flight Standards Division
New England Region*

Joseph McNeil

*Flight Standards Division
Eastern Region*

Sanida McRae

*Flight Standards Service
Headquarters*

Michele Owsley

*Aircraft Certification Office
Southwest Region*

Diane Russell

*Flight Standards Division
Southwest Region*

Charles Spillner

*Atlanta Flight Standards District Office
Southern Region*

Voice Switching and Control System from page 1

way Facilities training classes for technicians, National Airspace System managers, engineers, and software specialists.

The use of a single system with additional Tandem processors maximizes student training by permitting the simultaneous and non-interfering use of two classrooms, each containing 12 student workstations and voice switching and control system console equipment.

Course instruction using the electronic classroom concept emphasizes hands-on experience and the agency's new "remove and replace" maintenance philosophy for maximizing system availability.

"Bringing training on-line at the

Academy represents a significant milestone on the VSCS road to success," said VSCS Program Manager Peter Challan. "Training is a team effort involving goal oriented individuals who seek the most efficient and economical solutions."

Given the system's reliability, this new training capability will enable the Academy to conduct two shifts of training each day resulting in the training of 24 students per shift through 1997 in order to support an aggressive schedule for fielding the system.

Training courses will be updated to coincide with key software upgrades. Training packages will be provided to those students previously trained.

Air traffic controllers and supervisors will be trained at their facilities using the new VSCS console equipment trainer. Harris will train cadres of 12 instructors at the air route traffic control centers who will then conduct training on-site to be completed by system initial operating capability.

Air traffic data entry operators will be trained in the data base management functions at the Harris facility in Melbourne, FL, in time to meet initial operating capability.

In addition to the Airway Facilities and Air Traffic training currently being conducted, an intensive software training course for FAA Technical Center support personnel is currently undergoing initial development.

Flightplan

Quality Improvement. Executive Director for Acquisitions Dr. George Donohue is soliciting nominations for the fiscal year 1994 Quality Improvement Award. The award recognizes agency organizations for significant achievements or accomplishments in the area of quality improvements. It is not limited to any particular quality process—it instead recognizes any process used to effect quality improvements.

The focus is on quality improvement activities that achieve customer satisfaction and involve all managers and employees using innovative methods to continuously improve organizational work processes.

Nominations for the Quality Improvement Award may be submitted by any office, center, regional or field office, or agency facility, and should cover the activities of fiscal year 1994. Nominations must be submitted to the Total Quality Management Staff, AXQ-3, no later than *Tuesday, November 1*. The staff will then convene a panel to select the winner.

For more information contact Steve Unthank, x77916, or Ted Criswell, x77925.

Ability and Diversity

October is National Disability Awareness Month

To help eliminate bias in the workplace and encourage employment of the skills and talents of people with disabilities, the President's Committee on Employment of People with Disabilities declared October National Disability Awareness Month.

This year's theme is "Ability + Diversity = Economic Strength." The theme was designed to call attention to the fact that people with disabilities, including individuals of different colors, races, and genders, are important to diversity in the workplace.

New Census Bureau figures reveal there are 49 million people with disabilities in America. The President's Committee on Employment of People with Disabilities says that approximately two-thirds of Americans with severe disabilities who are eligible to work are unable to find employment.

In July 1992, the Americans with

Disabilities Act made it unlawful for public sector employers to discriminate against a qualified individual with a disability. The act also outlaws discrimination against individuals with disabilities in state and local government services and employment, public accommodations, transportation, and telecommunication.

Several events were held at the DOT to celebrate National Disability Awareness Month. The National Deaf Dance Theater and the "Wild Zappers" performed in the Nassif building's courtyard plaza. Dale Brown, President's Committee on the Employment of Persons with Disabilities, spoke on "Quality through Equality." Various awareness videos on disability issues were also made available to employees throughout the month, and an exhibit and information packets were located in the lobby of the FAA Headquarters building.





U.S. Department
of Transportation
**Federal Aviation
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Trans **FUTURE '94**

New Technologies Will Change the Way We Travel, Says Peña

During the opening of the recent three-day transportation technology fair on the Washington Mall, DOT Secretary Federico Peña said that "new transportation technologies will transform the way Americans live and travel."

According to Peña, the DOT is taking the lead in fostering new technologies "all the way from conception and research to operational testing, deployment, and commercialization."

During the ceremony, FAA Administrator David Hinson praised the Global Positioning System (GPS), saying that it is already saving lives. The agency recently provided the Erlanger Medical Center in Chattanooga, TN, with GPS access to allow their medical helicopters to operate in severe weather conditions and take more direct routes to reach patients.

"In just the first few months," said Hinson, "Erlanger reports that the lives of 12 trauma patients were saved specifically because of the rapid, all-weather access provided by GPS. That is a record of which we can be proud—one that will increase as GPS becomes widely available over the

next three years."

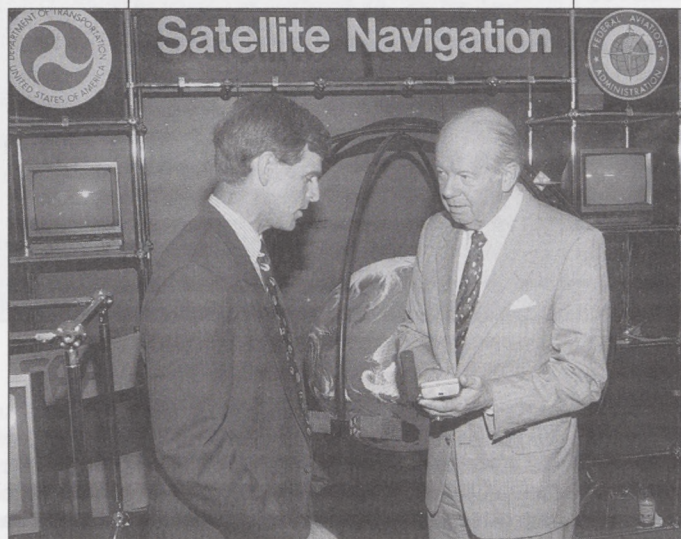
According to Hinson, "saving precious lives is our ultimate value, and with DOT Secretary Peña's leadership on high-technology research, we are doing that every day."

Each DOT modal administration—some with their industry counterparts—

System Command Center in Herndon, VA, was on display and included a screen showing live air traffic movement. Another agency display explained the 24 satellite constellation of the U.S. Global Positioning System and how it operates for air navigation through a

three-dimensional display of the GPS satellite constellation, an interactive computer, and two videos. Aviation Security exhibited two of the latest technological initiatives on explosives and weapon detection systems, while the Weather Radar Program Office provided a display on Terminal Doppler Weather Radar. A volcanic ash hazard detection display on the FAA's research efforts to develop new technology to identify the location of these hazards from satellite images was also part of the

fair. It included a computer display of volcanic activity and migration of ashes in the upper atmosphere. The Civil Aeromedical Institute also exhibited an advanced spatial disorientation trainer which demonstrated the disorientation that pilots feel during instrument flight rule conditions in an inherently unsafe environment.



FAA Administrator David Hinson and Wide-Area Augmentation System Project Manager J.C. Johns discuss a Global Positioning System receiver during TransFuture '94.

Bob Laughlin

contributed to the more than 100 exhibits and demonstrations at "TransFuture '94—Transportation into the Next Century." The FAA presented 17 exhibits, highlighting successful new technologies being developed to improve efficiency, capacity, and safety in the National Airspace System.

A small-scale replica of the main screen at the new Air Traffic Control

Residence Transactions

Expense Allowances Increased

The allowance for expenses incurred in connection with residence transactions on permanent change-of-station moves has been increased, according to the Office of Accounting. The increase was effective October 1 of this year.

In connection with the sale of the employee's residence at the old official duty station, reimbursement shall not exceed 10 percent of the actual sale price, or \$21,916, whichever is less.

This does not apply to those employees who use the relocation contract to sell their home.

In connection with the purchase of a residence at the new official station, reimbursement shall not exceed five percent of the purchase price, or \$10,957, whichever is less.

The above information was published in the September 8 *Federal Register*.

It applies to employees whose effective date of transfer was on or after October 1.

Headquarters Intercom

November 1, 1994
No. 94-40

Diane Spitaliere
Manager

Employee Communications Branch

Briar S. Haggett
Editor

Mario Toscano
Staff Writer

Michael A. Malden
Art Director

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APA-340*

*800 Independence Avenue, SW
Washington, DC 20591
(202) 267-3441*

Intercom invited members
to salute their employees on

“Loyal...” “Dedicated...”

“During my short time with the agency, I have found that the enthusiasm and dedication of our employees do indeed make the FAA the world's leader in aviation.”

Linda Hall Daschle
Deputy Administrator

“FAA employees are something special, but the 4,000+ that work everyday on aircraft certification, flight standards, and rulemaking teams, commonly shine with a blinding light of excellence.”

Tony Broderick
Associate Administrator for Regulation and Certification

**“FAA employee
commitment**

**“Our employe
s with, ou
FAA remains,
professionalism**

Sandie Allen, assistant administrator for Public Affairs, applauds members of the APA staff for the professional way they communicate the agency's mission, both to the public and employees. **Archie Archilla**, associate administrator for Airway Facilities, likes the can-do spirit of the Airway Facilities work force. “It makes my job, as their principal advocate, a pleasure!” **Monte Belger**, executive director for System Operations, says “there would be no AXO organization without our employees. We are what they are—dedicated, loyal, and committed.” **Carolyn Blum**, Southern regional administrator, says she is most impressed with employee dedication and commitment to providing quality service. “I am proud and excited to be leading such a fine team of professionals.” **George Donohue**, executive director for Acquisitions, is impressed with the pro-

fessionalism and commitment of FAA employees. “I see my role as helping to create an organization that enables AXA to do its job more effectively. But, ultimately, it's the employees who will make this happen.” **Arlene Feldman**, Eastern regional administrator, feels “fortunate and extremely proud to have the opportunity to work with the wonderful people in Eastern Region.” **Irish Flynn**, assistant administrator for Civil Aviation Security, is impressed with the dedication of ACS employees to the mission of keeping the civil aviation system secure. “It is evidenced everyday in their competence, initiative, and integrity.” **Darlene Freeman**, associate administrator for Aviation Standards, says AVS employees are committed to “excellence in the quality of the services we provide and in our working relationships with our customers.” **Mark**

Members of the Administrator's Management Team Employee Recognition Day and here's what they had to say: "Professional..." "Talented..."

FAA employees are unsurpassed in their
commitment to federal service."

David Hinson
FAA Administrator



FAA employees are the soul of FAA. They are our
strength, our inspiration and the very reason that the
world remains, year after year, the world standard for
professionalism and service in aviation."

Fred Isaac
Northwest Mountain Regional Administrator

"I am especially proud of the great work HR employees
have done in reinventing Human Resource
Management. They've been real role models by putting
self-interest aside and having a super can-do attitude!"

Herb McLure
Assistant Administrator for Human Resource Management

"The employees of the Western-Pacific Region handle
everything from riots, to earthquakes, to typhoons,
and still accomplish their mission with grace and respect
for each other. I am honored to be associated with
them."

Carl Schellenberg
Western-Pacific Regional Administrator

Gerchick, Chief Council, says AGC staff members "serve the public interest by striving to create solutions within the letter of the law." Theron Gray, assistant administrator for Information Technology, calls AIT employees "a dedicated, forward-looking group committed to quality service." Bill Jeffers, acting associate administrator for Air Traffic, says "the efforts and contributions of the men and women who make up the Air Traffic work force continue to provide the aviation community and the flying public with the safest air traffic control system in the world." Paula Lewis, acting director for System Capacity and Requirements, conveys a special "thank you" to all the ASC employees for "their willingness to share information with me." Ron Morgan, acting associate administrator for System En-

gineering and Development, says the ASD team is "continually improving the safety and efficiency of the world's finest airspace system." Cynthia Rich, assistant administrator for Airports, says she is always impressed with the "professionalism, dedication, and commitment of employees within the Airports organization." Harvey Safeer, Technical Center director, is impressed by the "proficiency, talent, diligence, and spirit of Technical Center employees." Jacque Smith, Alaskan regional administrator, says AAL employees "consistently give me reason to be proud as they work to serve six times as many pilots and 16 times as many aircraft per capita as the rest of the United States." Nick Stoer, assistant administrator for Budget and Accounting, describes the ABA staff as "world-beaters," saying the

agency can count on them to go the extra mile, put in extra hours, and come up with clever solutions to seemingly impossible problems. Barry Valentine, assistant administrator for Policy, Planning and International Aviation, says "it is a privilege to work in an organization such as API where employees are both talented and dedicated. I continue to be amazed at how easy they make my job."

And here's to all members of the Administrator's Management Team (AMT) who provided the Intercom staff with employee kudos. Although we were unable to run all of them, all AMT's were equally complimentary of the employees in their respective organizations. Thanks for letting them and us know how greatly their good work is appreciated.

Soaring Start

A Glimpse at Headquarters CFC Promotional Events

This year's Combined Federal Campaign got off to a "soaring" start as representatives from the Administrator's Management Team flew make-shift airplanes from the second floor balcony of the Headquarters building in the second annual invitational airplane contest.

Air Traffic's Neil Planzer coordinated all "flights" for the fund-raising event, and Budget's Ruth Leverenz declared winners in categories such as best design, duration of flight, best aerobatics skill, most survivability, and best overall aircraft.

Assistant Administrator for Budget and Accounting Nick Stoer, FAA's vice CFC chairman, kicked off the campaign, along with DOT Assistant Secretary for Administration Jon Seymour. A barbershop quartet provided entertainment at the ceremony.

Keynote speaker at the event was *Washington Post* columnist Mike Causey, who spoke to the audience on the benefits of the CFC. According to Causey, "the selection of CFC charities is like that of food in a cafeteria—everyone should be able to find something they like." The campaign is "a good deal" he said, and non-participation will only hurt the community.

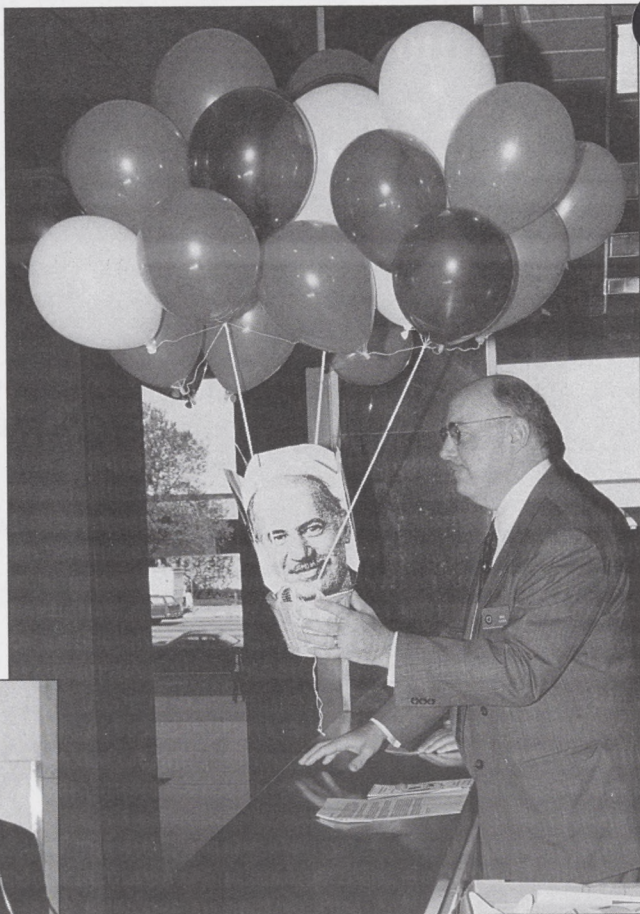
The FAA's goal this year for total contributions is \$357,000. In the past, the agency's average gift for each employee has been \$235—\$80 more than the average federal contribution.

Events promoting the Combined Federal Campaign continue at Headquarters throughout the month. Activities include:

Pancake Breakfast. A pancake breakfast will be held *Thursday, November 3*, in the Headquarters cafeteria, from 7 until 10 a.m. The cost is \$3.25, which includes a \$1 donation to the CFC.

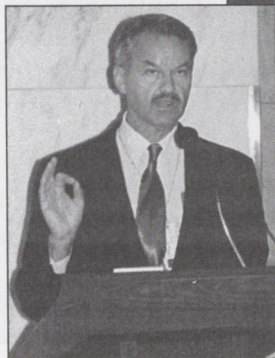
Q & A Time. Representatives from local CFC charities will be in the FAA lobby each day through *Tuesday, November 8*, from 9 a.m. until 3 p.m. to answer employee questions.

Silent Auction. The CFC silent auction will be held *Wednesday, November 9*, in the FAA lobby, from 10:30 a.m. until 2:30 p.m. Anyone wishing to donate an item for the auction may contact Rodney Herron, x79073, John Mathewson, x73742, or Chris Reese, x79056.



Above: Assistant Administrator for Budget and Accounting Nick Stoer prepares his aircraft for take off.

Left: *Washington Post* columnist Mike Causey kicks off the CFC at Headquarters.



Flightplan

Quality Improvement. Executive Director for Acquisitions Dr. George Donohue is soliciting nominations for the fiscal year 1994 Quality Improvement Award, which recognized agency organizations for significant achievements or accomplishments in the area of quality improvements.

The award is not limited to any particular quality process—it instead recognizes any process used to effect quality improvements. The focus is on quality improvement activities that achieve customer satisfaction and involve all managers and employees using innovative methods to continuously improve organizational work processes.

Nominations may be submitted by any office, center, regional or field office, or agency facility, and should cover the activities of fiscal year 1994. Nominations must be submitted to the Total Quality Management Staff, AXQ-3, no later than *Tuesday, November 1*.

For more information contact Steve Unthank, x77916, or Ted Criswell, x77925.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



The recent Washington Flight Program Staff's quarterly safety meeting centered around crew resource management.

Working Together

Managing Crew Resources in the Cockpit

"Practicing effective crew resource management does not take a multi-million dollar piece of equipment, but good working relationships in the cockpit," says FAA's Senior Flight Safety Officer Ruth Grasel.

At the recent quarterly safety meeting of the Washington Flight Program Staff, a panel moderated by Grasel discussed the development of the FAA's crew resource *turn to Crew on page 5*

Frugal Flying

Daschle Issues Reminder on FAA's Travel Policy

In a recent memo to members of the Administrator's Management Team, FAA Deputy Administrator Linda Hall Daschle reminded employees that, according to DOT policy, traveling above coach class is prohibited except when no other commercial service is reasonably available, or such travel is

necessary for reasons of disability or medical condition.

This policy supersedes any less restrictive provisions contained in travel regulations, including those found in the DOT Travel Manual, Federal Travel Regulations, and the Department of *turn to Travel on page 6*

Successful Streamlining

Airway Facilities Realignment Plan Set in Motion

Airway Facilities—the agency's first organization to put a streamlining plan into motion—has begun implementation of a realignment designed to meet or exceed National Performance Review goals and the FAA's streamlining targets.



Approved by FAA Administrator David Hinson, the realignment centers around the consolidation of management, administration, and support functions of 77 sector offices into 33 system management offices, each one averaging about 220 positions. Reporting to the system management offices will be strategically-placed system support centers, each one having no more than one supervisor. The use of second-level supervisors in the field after September 30, 1998, will be reviewed by the Airway Facilities executive board as the transition progresses.

The sector consolidation will be accomplished over a period of four years with minimal adverse impact on employees. A buyout was recently offered to 242 employees in the types of positions targeted for elimination under the impending consolidations. It is anticipated that any additional staffing reductions will be achieved through regular attrition over the transition period. Approximately 40 percent of *turn to Airway Facilities on page 6*

Highlights

Education Task Force. In response to executive orders signed by President Clinton on "Educational Excellence for Hispanic Americans" and "Historically Black Colleges and Universities," DOT Secretary Federico Peña recently established a departmental education task force.

The group will gather and catalog information on educational programs funded by each operating administration targeted at the educational community, the public at large, grades K-12, higher education, technical schools, and faculty. In addition, they have been asked to develop an inventory of DOT programs that support Hispanic serving institutions, historically black colleges and universities, and other minority institutions. These programs would include—but not be limited to—internships, cooperative education, fellowships, faculty exchange, general public education awareness, and research and development education grants.

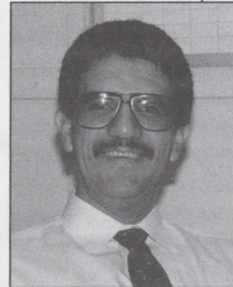
Margarita Roque, director, Executive Secretariat, heads the task force. The FAA representative is Cesar Collantes, Hispanic Association of

Colleges and Universities program manager.

Strong Second. Raul Trevino is the new assistant air traffic manager of Houston's AirRoute Traffic Control Center. Prior to accepting his new position, Trevino headed up the F&E Planning Section in Southwest Region's Air Traffic Division.

During his 20-year agency career, Trevino worked as an air traffic control specialist in several facilities in Southwest Region. He served as both an area supervisor and manager at Fort Worth Center, in addition to holding a traffic management coordinator position for two years. Before accepting his first supervisory position, Trevino worked as an en route planning specialist in Southwest Region's Air Traffic Division.

Trevino began his agency career as an air traffic control specialist at Albuquerque Center. He holds a bachelor's degree in business administration.



Raul Trevino

well above July's total of 517 and 37 percent higher than the 589 total of August 1993.

PATCO Controllers. The FAA expects to hire 25 former Professional Air Traffic Controller Organization controllers by the end of this fiscal year, with potentially more to be added in future years.

Up until August 1993, controllers fired in 1981 by then-President Reagan, were barred from working for the FAA. Under an order by President Clinton, fired controllers were allowed to apply for controller jobs during a 45-day recruitment period that ended October 15 last year. Since then, the FAA has established a register of controller candidates who want their jobs back.

Former controllers applied for positions under the same rules as other applicants. They have to meet government-wide job qualifications and are being considered along with applicants from other sources.

Hiring will be limited because of few controller vacancies, tight federal

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APA-340

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Airline Improvements. The nation's largest airlines improved their overall on-time and baggage handling records in August of this year, according to the DOT's monthly Air Travel Consumer report.

The nation's 10 largest airlines posted an on-time arrival rate of 83.8 percent in August, an improvement over July's 79.5 percent, but not as good as the 84.1 percent recorded in August 1993.

The airlines reported a mishandled baggage rate of 4.85 complaints for each 1,000 passengers, better than both July's 5.16 rate and August 1993's 5.09.

Consumers registered 808 complaints about airline service in August,



The FAA expects to hire 25 former Professional Air Traffic Controller Organization controllers by the end of this fiscal year.

budgets, and a relatively young controller work force that has low turnover and attrition rates. Almost 80 percent of the current controller work force has been hired since 1981, and most will not be eligible to retire until after the year 2006.

As of the end of August, the con-

troller work force numbered 17,547, including 13,169 full-performance-level controllers.

Joint Efforts. A joint U.S.-Russian safety evaluation team recently reported that Russia must take immediate steps to prevent the country's safety oversight of its air transportation system from slipping below minimally acceptable levels. While a recent assessment by FAA and Russian officials found minimal compliance with international safety standards, the team's report expressed caution.

According to the report, "failure to take swift action will almost certainly result in a degradation of safety to a level below minimally acceptable International Civil Aviation Organization standards." The report also notes that many problems have readily identifiable solutions that can be implemented relatively quickly by the Russian government.

FAA Administrator David Hinson said, "the American traveling public should know that the Clinton Administration will continue to work closely with Russia to help implement immediate and longer term steps needed to enhance air safety in Russia, and to successfully complete the transition to a free market aviation system."

One of the evaluation's key findings is that the Russian Department of Air Transport (DAT) is adequately overseeing the safety of airlines certified for international service. Airlines certified to operate internationally meet higher standards and also operate to most Russian domestic destinations.

The joint evaluation was conducted at the request of the Russian Transport Minister, and was performed by personnel from the FAA, the National Transportation Safety Board, and the Russian DAT and Rosaeronavigatsia.

Successful Campaigning. The FAA's Office of Public Affairs was the first Headquarters organization to report 100 percent participation in the Combined Federal Campaign. The CFC

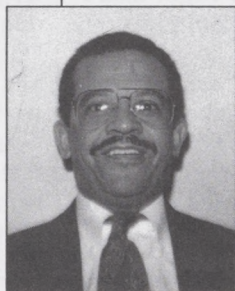
organizers set Public Affairs' goal at 30 participants with a monetary goal of \$3,090.

The organization's final numbers were 32 participants, who pledged \$5,675. Six participants received eagle awards.

Also reporting 100 percent participation are the offices of Budget and Accounting and Civil Rights.

Las Vegas Bound. Howard Vaughn, currently a branch supervisor in Headquarters' Flight Standards National Field Office, will soon be managing the Las Vegas Flight Standards District Office (FSDO).

Vaughn began his agency career in 1976 as an aviation safety inspector at the Indianapolis FSDO. He then worked for Allison Gas Turbines for seven years as a technical service engineer. Upon returning to the FAA,



Howard Vaughn

he accepted an aviation safety inspector position at the Springfield FSDO.

In 1988, Vaughn accepted a staff specialist position in Headquarters, where he issued agency policy governing the airworthiness of transport aircraft to

field personnel and the public.

Vaughn—a 1992 graduate of the Office of Personnel Management's Executive Potential Program—holds a masters degree in management from Marion College, in addition to an associate's degree in Aviation Technology from Purdue University. He also holds airframe, powerplant, and pilot licenses.

Outstanding Advertising. The FAA's Office of Personnel received three awards for outstanding advertising in *Aerospace Engineering* during the last two years.

The awards—given by AD-Q Studies, a division of Harvey Research Organization which conducts readership studies of advertisements—recognized the FAA's advertisements for achieving "outstanding readership response, as measured against all other ads appearing in

Aerospace Engineering."

The ad was first run by the Staffing Policy Division as part of its awareness campaign in October 1992. The team ran the ad again in both September 1993 and April 1994 with different photos of FAA employees to highlight the agency's diverse work force.

The winning ad copy reads, "Working toward the 21st century, the FAA is committed to providing Americans with the world's highest level of aviation safety and security. Our greatest asset is our people. FAA employees work around the clock to maintain the safest airways and a cleaner environment. We constantly strive for perfection—from a simple procedure to the latest technology—to increase the safe and efficient use of our nation's airspace."

Flightplan

Telecommuting. The DOT is sponsoring a telecommuting open house on *Wednesday, November 9*, from 10 a.m. to 2 p.m. in the Nassif building, room 2230.

In addition to exhibits and information, employees and supervisors who telecommute will be on hand to share their experiences.

Under the department's program, employees work at a site away from the office for a portion of the work week. Telecommuting can help ease traffic congestion, decrease air pollution and reduce highway costs.

For more information on telecommuting in FAA Headquarters, contact Nancy Hurmence, x73903.

Executive Potential. The Executive Potential Program at the FAA is open for nominations until *Monday, November 14*.

The program, sponsored by the Office of Personnel Management, targets high potential employees with little or no supervisory experience.

For more information, or to submit a nomination, contact Marsha Coder, Office of Human Resource Development, x65050.

On-Line Aviator

FAA Remembers Howard "Berk" Greene

Tributes are coming in from all over the world mourning the sudden death last month of FAA's lead Boeing 777 certification pilot, Howard "Berk" Greene.

He was an internationally respected test pilot who communicated daily via computer with pilots and safety experts around the world on various aviation-related topics. The news of his death spread quickly over computer bulletin boards, and the condolences to his family began flowing.

Greene, a former B-52 Commander and FAA test pilot for 25 years, was considered by the U.S. government to be the leading pilot expert on Boeing models 747-400 and 737-300, as well as the Airbus A300-600 and A310 and the new, computer controlled A320, A330, and A340.

He received a bachelor's degree in Electrical Engineering from Purdue University in 1963, and went on to join the Air Force. In 1970 he left the Air Force and joined the FAA as a test pilot in the Atlanta Certification Office.

Eleven years later, Greene moved to the Seattle Aircraft Certification Office where his first major responsibility was for the overall cockpit certification of the Boeing 767—it was the first major certification effort on a large aircraft with an integrated flight instrument system, a flight management system, and displays.

His most recent assignment was as chief project pilot for the new, computer controlled Boeing 777 aircraft.

Greene also participated in the writing of the FAA advisory circulars on certification testing and approval of electronic flight instrument systems and cockpit crew workload.

His recognized expertise in the certification of large aircraft earned him an assignment to the U.S.-Russian bilateral assessment program under which he made three trips to Russia and flew the IL-96-300 aircraft.



Howard "Berk" Greene at the controls of the IL-96-300 aircraft during his assignment to the US-Russian bilateral assessment program.

Dave Duff, of Northwest Mountain Region's Public Affairs Office, was quoted in the *Seattle Times* as saying "Greene was a leading flight test pilot and key member of the certification team."

In lieu of flowers, the family requests that contributions be made in Greene's name to the Society of Experimental Test Pilots Scholarship fund.

Hispanics in Aviation

Trilateral Effort to Produce Documentary Film

A documentary film touting Hispanic contributions in the aviation field will soon be underway thanks to the combined efforts of the FAA, the National Hispanic Coalition of Federal Aviation Employees, and the National Air and Space Museum.

During the recent closing ceremony of Hispanic Heritage Month, a memorandum of understanding committing to the joint effort was signed by FAA Deputy Administrator Linda Hall Daschle, Manuel Vega, deputy director of the coalition's Capitol chapter, and Dr. Martin Harwit, director, National Air and Space Museum.

The film will consist of two parts, the first focusing on contributions made by Hispanic Americans in aviation, the

second on contributions made by individuals from Latin America and Spanish speaking countries. In addition to highlighting Hispanic contributions in Smithsonian museums, the film will be used to promote aviation education in



public school systems to support "education excellence" for Hispanic Americans. It will also create a recruitment vehicle for FAA to attract Hispanics, other minorities, and women to the aviation field.

The FAA will provide financial backing for the project, in addition to authorizing representatives of the Hispanic coalition to participate in the effort in primary and collateral duty positions. The museum will furnish historical and background research and documentary expertise.

FAA Deputy Administrator Linda Hall Daschle, National Air and Space Museum Director Dr. Martin Harwit, and Deputy Director of the National Hispanic Coalition of Federal Aviation Employees Capitol Chapter Manuel Vega commit to the memorandum of understanding.

DOT Fellows Named

Eleven FAAers Selected for Program

Eleven FAA employees have been selected for the 1994-1995 DOT Fellows Program.

The program, sponsored jointly by the Office of the Secretary and the Council for Excellence in Government, is designed to enhance leadership skills of mid-level managers through a series of interactions with successful leaders from major business and government organizations.

The candidates will continue in their current jobs,

while participating in a series of monthly seminars, retreats, site visits, and other developmental activities. Several times throughout the year, the DOT Fellows will meet with representatives from the Government-wide Fellows Program to explore the challenges confronting public and private sector managers in the decade ahead.

Department-wide, 21 fellows were selected.

FAAers chosen for this year's program are:

Angela Birdsong Elgee
Aviation Safety Inspector
Alaskan Region

Francisco Estrada C.
Program Management Staff
Headquarters

Jane Knoche
Assistant Sector Manager
Central Region

Linda Krause
Management & Evaluation Branch Manager
Aeronautical Center

LiMing Lovestead
Program Analyst
Headquarters

Tracy Paquin
Senior Budget Analyst
Headquarters

Shirley Purnell-Rice
Supervisor/Personnel Management Specialist
Headquarters

Linda Ross
Office of Aviation Careers Director
Aeronautical Center

Evelyn Siro
Program Management Analyst
Headquarters

Patricia Spatarella
Program Management Analyst
Headquarters

Joette Storm
Public Affairs Officer
Alaskan Region

Crew Resources *from page 1*

management (CRM) training program. "We need to develop a strong program that is in line with the FAA's mission," said Grasel.

The program is being developed in response to a National Transportation Safety Board recommendation following the October 1993 accident involving an agency aircraft near Front Royal, VA.

Other panelists included Roger Shaw, CRM task leader from the Civil Aeromedical Institute's Airmen Education Branch; Larry Bailey, human factors researcher at the Civil

Aeromedical Institute; and Ed Carroll, former vice president of United Airlines in charge of flight standards and training.

According to Shaw, crew resource management is not something concrete, but an evaluation of attitude and behavior. "The purpose of the FAA's training course is to make sure that the crew interacts appropriately, and that everyone on the aircraft is safe," said Shaw. "All crew members need to start with the same mental picture of what should be happening in the cockpit at any given moment."

Drawing on his knowledge of United's CRM program, Carroll told the group that "a good program will teach people to deal with problems on an honest basis to avoid worse situations in the future. The training must be run by committed people, done in a recurrent environment, and have the visible support of management." Every individual, he said, has the responsibility to make sure that things go as well as possible.

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.

Airway Facilities *from page 1*

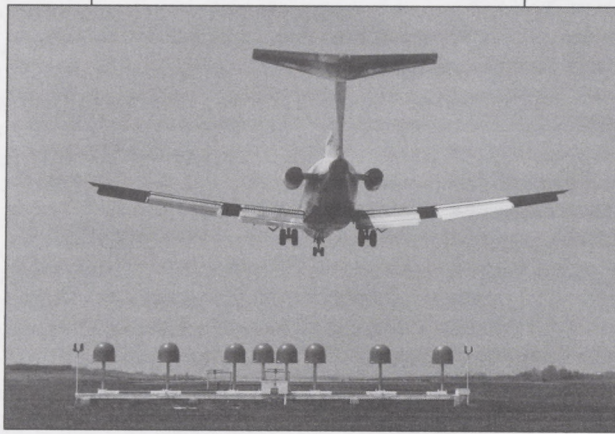
the organization's work force is eligible for retirement.

"It remains our intent to offer all Airway Facilities employees a position in the realigned organization," said Associate Administrator for Airway Facilities Archie Archilla. "No reduction-in-force is planned as a result of this realignment, and the relocation of employees will be minimized."

Archilla emphasized that the effort will not affect the technical presence at any sector office location, or reduce services in either the operation or maintenance of the National Airspace System. In fact, he said, the organization will experience an increase in the percentage of technical employees directly involved in the support of aviation systems, equipment, and facilities.

All regions are scheduled to begin

consolidation this fiscal year. The entire effort is expected to be complete in fiscal year 1998.



The realignment of Airway Facilities will not reduce services in either the operation or maintenance of the National Airspace System.

In Headquarters, Airway Facilities has already reduced its organizational layers from three to two. This was accomplished in January 1994 through the consolidation of functions and

implementation of teams. In the regions, the goal is to have a maximum of three branches and one staff organization.

The overall plan calls for reducing organization levels from five to three and to consolidate some engineering, administrative, and supervisory support functions. These changes will facilitate plans for increasing the employee to supervisory ratio from 5:1 in 1994, to 10:1 in 1995, and 15:1 by the end of 1998.

The realignment plan is the result of efforts begun several years ago to prepare the organization for changes in staffing, budget, and operational concepts. It was

prepared by managers, supervisors, and employees, with the cooperation and support of its customers and the employee union, the Professional Airways Systems Specialists.

Window Open

Airway Facilities Offers Buyouts to 242 Employees

Airway Facilities has announced a limited opportunity for 242 of its employees in certain positions to retire or resign and receive voluntary separation incentive payments—also known as VSIP's. These buyouts are being offered in conjunction with the agency-wide Voluntary Early Retirement Authority which continues until March 31, 1995.

Airway Facilities' buyout window will be open from November 7 until December 31, 1994, and works hand-in-hand with the organization's realignment plan.

The guiding principle of the Airway Facilities coverage strategy is to target positions affected by consolidations of management and support functions in organization sectors, regions, and headquarters. The number of buyouts coincides with the budgeted reduction that Airway Facilities must meet by September 30, 1995.

The amount of the separation incentive payment is set by the buyout law, and is an amount equal to the lesser of \$25,000 or the severance pay entitlement of an employee with the same salary, length of service, and age.

Airway Facilities employees with questions about the buyout may contact their servicing Human Resource Management office.

Travel *from page 1*

State's Foreign Affairs Manual.

According to the policy, first class travel means the highest class of service available on multiple class commercial transportation modes, including aircraft, ships, and trains. It does not include other premium class accommodations—for example, above coach class, such as business class air accommodations.

"Reasonably available" is defined as commercial accommodations that meet the traveler's departure and/or arrival requirements within a 24-hour period, unless the traveler demonstrates that extraordinary circumstances require a shorter period to effectively fulfill the agency requirement.

At the FAA, the authority to authorize the use of first class travel accommodations, and other premium class accommodations, is limited to the Administrator and the deputy.

Stopping Sexual Harassment

FAA Policy Says Prevention is the Best Cure

The FAA's Office of Civil Rights recently published a pamphlet entitled "Stopping Sexual Harassment in the Work Place."

In it, FAA Administrator David Hinson emphasized his policy on the prevention of sexual harassment, saying "for each of us to contribute to his or her fullest, we must provide a workplace free of improper and unlawful behavior. I believe it is the duty of all employees to take a strong and visible stand against sexual harassment and take a leadership role in creating a supportive work environment at the FAA."

The pamphlet defines sexual harassment as unwelcome sexual advances, requests for sexual favors, or other verbal or physical contact of a sexual nature. It goes on to discuss types of sexual harassment, saying that there are basically two—"quid pro quo" and "hostile environment."

Quid pro quo, meaning "this for that," occurs when a supervisor, or someone in a position of power states or implies that the person's job, assignment, promotion, training, or other conditions of employment depend on submitting to sexual advances.

Hostile environment occurs when the conduct has the purpose or effect of unreasonably interfering with the

victim's work performance or creates an intimidating, hostile, or offensive working environment.

The pamphlet provides guidance for sexual harassment victims, telling them to first assess the situation and then confront the harasser. It goes on to tell employees to contact their servicing Civil Rights office if they believe they have the basis for a formal discrimination complaint.

The pamphlet notes that prevention is the best cure, and details supervisors' responsibilities on the prevention of sexual harassment—including emphasizing to all employees that sexual harassment will not be tolerated, treating all reports of sexual harassment seriously, and setting an appropriate example of professional work behavior.

"Our system," said Hinson, "must be one of more than mere statements of policy; there must be accountability. Inappropriate conduct will be addressed before it reaches the level of sexual harassment. I expect supervisors and managers to take appropriate action swiftly and effectively, and in accordance with the agency's disciplinary policies and civil rights guidelines."

An appendix to the pamphlet lists FAA Civil Rights officials and Federal Women's Program Managers and their telephone numbers.

Healthier Benefits

Government-wide Open Season Begins November 14

FAAers will have an opportunity, beginning Monday, November 14, to enroll in the Federal Employees Health Benefits program, change health plans, or change options.

Health benefits open season runs from November 14 through December 13. Nationwide, more than 300 health plans will participate this year.

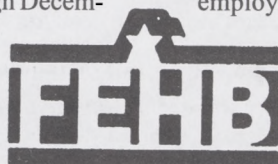
The 1995 Enrollment Guide and Comparison Chart has been forwarded to agency organizations. Each employee currently enrolled in a plan will receive a brochure from their provider, and new brochures will be provided for employees making changes.

In conjunction with the open sea-

son, a health benefits fair has been planned for Tuesday, November 15, from 9 a.m. to 2 p.m. in the Headquarters lobby. There will be representatives from several health plans available to answer questions and provide employees with information on the different plans.

Employees may pick up and submit the health benefits registration form (SF-2809, Rev. August 1992) beginning Monday, November 14, in the Employee Relations Branch, AHR-140, room 528.

Questions about open season? Contact Andre Speedieberg, x78916, or Barbara Williams, x73873.



People

Leave Donations. Lelia Burgess, a program support specialist in the Flight Standards Service, General Aviation and Commercial Division, is an eligible recipient for the FAA's leave donor program.

Burgess is recovering from emergency surgery, and has been out of work for almost two months. Her recovery time is unknown.

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



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Stop Smoking

Getting Ready for the November 17 "Smokeout"

Trying to figure out how to quit smoking as the 18th Great American Smokeout approaches?

The smokeless 24 hours is scheduled for Thursday, November 17.

Here are 10 tips from the American Cancer Society to help quit:

→ Throw out all cigarettes. Clean out all ashtrays, and fill them with something else. Throw out matches and hide lighters, or give them away.

→ When the urge to smoke hits, take a deep breath. Hold it a second, then release it very, very, slowly. Taking deep, even breaths is similar to smoking, only you'll inhale clean air, not poisonous gases.

→ Exercise to help relieve tension. Climb stairs rather than take the elevator, park the car a block or two away from where you are going, and walk the rest of the way. At home, touch your

toes, jog in place, or do jumping jacks.

→ When tempted to reach for a cigarette, think of the time you burned a hole in your clothes, mattress, or rug. Imagine this experience for 15 seconds whenever the urge occurs.

→ Use substitutes the same way you may have used cigarettes. Good examples are sugarless gum, lemon drops, pumpkin or sunflower seeds, apple slices, carrot or celery sticks, or unbuttered popcorn.

→ Eat a well balanced diet. This maintains constant blood sugar levels and helps to prevent the urge to smoke. Avoid sugar-laden and spicy foods, which can trigger a desire for cigarettes.

→ Mix up your day by changing habits dealing with smoking. Eat in "no smoking" sections. Visit places where smoking is prohibited, such as

libraries, museums, theaters. At home, avoid that favorite chair.

→ To help remove nicotine from the body, drink six to eight glasses of water a day, or things like fruit juices, caffeine-free sodas, and herbal teas. Say no to coffee and alcohol.

→ Keep your hands and mind busy. Fix something around the house, or clean out a closet.

→ Go to the dentist and have your teeth cleaned to remove nicotine stains.

The Headquarters Health Awareness Program is also sponsoring several one-hour smoking cessation classes beginning Thursday, November 17, from 10 to 11 a.m. Additional classes will be held on Wednesday, November 23, and Monday, November 28, from 10 to 11 a.m. each day.

To register, or for more information, contact Peggy Gray, x73405.

TOUCHDOWN

Hinson Leads Team to Victory

Several newspaper headlines from a local paper in Buffalo, NY, recently touted David Hinson's ability to "Streak Past the Redskins," and "Lead Jamestown Over Frontier."

The FAA's Office of Public Affairs found out, however, that there is more than one David Hinson making headlines these days.

In their search for a faster way to do the daily newspaper clippings, Public Affairs tested out an electronic clipping service by asking for a search of well-known agency names like David Hinson, Linda Hall Daschle, and Tony Broderick. A list arrived detailing the specific publication and article in which the names appeared. Hinson had a staggering number of "hits"—over 900! Although the majority were indeed for agency Administrator David Hinson, several belonged to a high school halfback in Buffalo, NY, also named David Hinson.

To avoid any future confusion between touchdowns and landings, the Office of Public Affairs has restricted its search to David Hinson—aviation.

The Office of Public Affairs also ran name searches through the electronic clipping service on several other FAA executives for the number of times cited this year. At this time, it is unknown if any of them have namesakes in high school or professional athletics.

Tony Broderick <i>Associate Administrator for Regulation and Certification</i>	195
Linda Hall Daschle <i>FAA Deputy Administrator</i>	113
Sandra Allen <i>Assistant Administrator for Public Affairs</i>	103
Drucella Andersen <i>Deputy Assistant Administrator for Public Affairs</i>	33
Monte Belger <i>Executive Director for System Operations</i>	17
Mark Gerchick <i>Chief Counsel</i>	14



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

Headquarters Intercom



Most indicators in the FAA's Aviation System Indicators Report show a continuing improvement in the safety and operation of the National Airspace System, including dramatic decreases in commuter air carrier accident rates.

Safety Improvements

FAA Issues Comprehensive Aviation Safety Report

The FAA recently issued its first comprehensive look at factors that impact aviation safety—a report that shows a continuing trend of improved air safety through June 1994. The annual report—prepared by the Associate Adminis-

trator for Aviation Safety, Office of Safety Information and Promotion—is the result of a goal set by the agency several years ago to refine and expand its aviation safety analysis.

turn to Safety on page 4

Research and Acquisitions

New AXA Organization Launched

At a November 2 electronic town-hall meeting with employees throughout the country, FAA Administrator David Hinson announced a new organization to handle the FAA's research through acquisition activities. He said

the move is aimed at making more efficient use of agency resources and speeding delivery of products and services to market in order to keep up with customer demands.

turn to Organization on page 2

Highlights

Intermodal First. During the first meeting of the Intermodal Safety Task Force, DOT Secretary Federico Peña's safety initiative was outlined and his message presented. It reads as follows:

Transportation safety is fundamental to America's health. We keep America healthy by preventing injuries. Externally, over the next year, we will focus on child safety and seek to reduce injuries to children. Our ultimate goal is to establish new partnerships and coalitions to 'do' safety at the local level. Internally, we will review our safety activities with the goal of unifying and better coordinating our efforts.

Peña's initiative involves the task force, a working group, and the modal public affairs offices. The task force will set the direction and empower the working group, which will conduct necessary studies, compile information, coordinate modal activities, and make recommendations. The modal Public Affairs offices will work closely with OST Public Affairs to prepare and deliver a consistent safety message.

The task force is currently working to review each modal administration's contribution to child safety initiatives and appoint an individual at the associate administrator level to the working group.

Open Communication. In keeping with his commitment to have an open line of communication with employees, industry, and the public, FAA Administrator David Hinson held his

turn to Highlights on page 3

AXA Organization

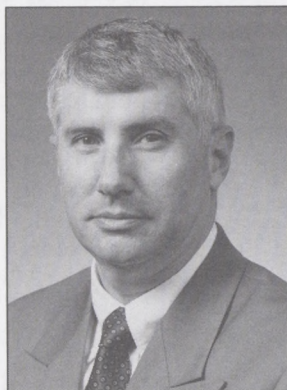
from page 1

Hinson said the FAA, like all federal agencies, especially during this time of limited resources, "must learn to operate more productively, and this new organization will help us do that. It will allow us to operate more like a business."

The new office of the Executive Director for Research and Acquisitions (AXA) combines the functions of the former offices of the Executive Director for System Development (AXD) and the Executive Director of Acquisition and Safety Oversight (AXQ). It also includes the Office of Information Technology (AIT). Dr. George Donohue, a vice president at the Rand Corporation, earlier was named by Hinson to head the new organization. Donohue says he expects to have the 2,000 member AXA organization up and running by the first of the year.

Donohue says AXA is a flatter, horizontal structure which emphasizes "empowering employees and placing decision-making and accountability at the lowest levels," consistent with the recommendations of Vice President Gore's National Performance Review. The new organization chops layers of management, leaving fewer managers between the lowest level of the organization and Donohue, who will operate without a deputy.

Reporting directly to Donohue are seven senior managers in charge of programs developed along product, instead of functional, lines. Acting in these new positions are: Ron Morgan, System Architecture and Program Evaluation; Loni

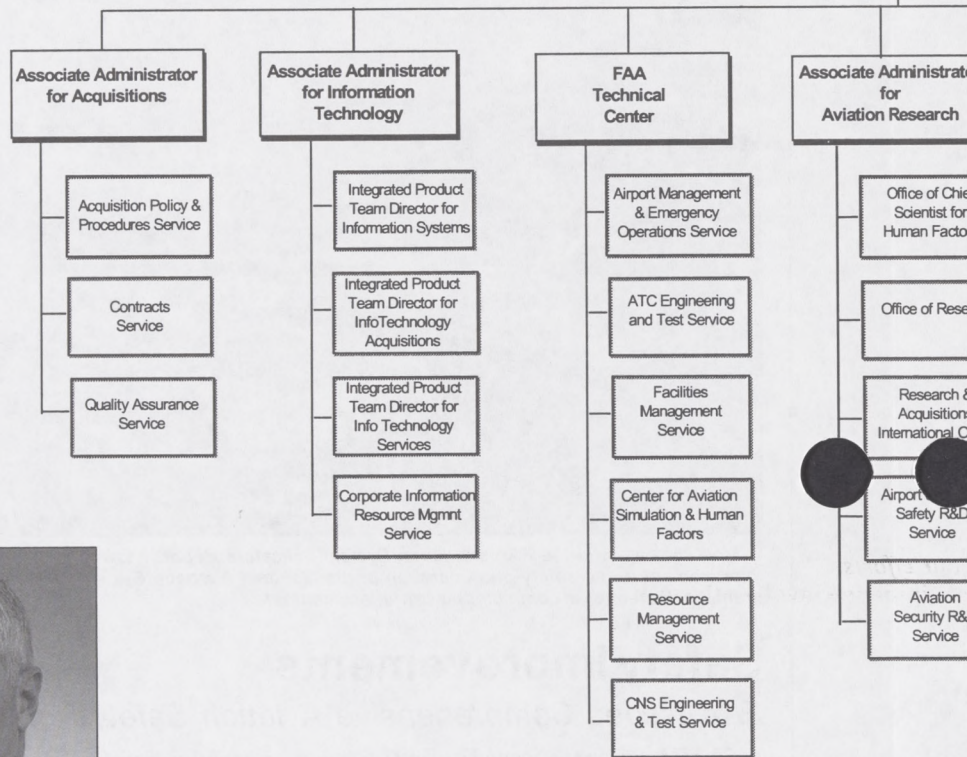


Dr. George Donohue

Czekalski, Communications, Navigation and Surveillance Systems; Bob Valone, Air Traffic Systems; Andres Zellweger, Aviation Research; Harvey Safeer, Director of the Technical Center; Theron Gray, Information Technology; and Dennis DeGaetano, Acquisitions.

At the heart of the new AXA operation are integrated product develop-

ment teams which will share life-cycle responsibility for their products with Airway Facilities. This responsibility stretches from applied research through acquisition and beyond, even to the point of making sure that equipment is up and working properly even after it has been delivered and installed in the field. Donohue says the key to success is close coordination with AXO



Executive Director for
Research & Acquisitions
(AXA)

Associate Administrator
for
Aviation Research

Associate Administrator
for Air Traffic
Systems

Associate Administrator
for Comm, Navigation &
Surveillance Systems

Associate Administrator
for System Architecture
& Program Evaluation

Office of Chief
Scientist for
Human Factors

Office of Research

Research &
Acquisitions
International Office

Airport
Safety R&D
Service

Aviation
Security R&D
Service

Integrated Product
Team Director for
TRAFFIC
FLOW MGMT

Integrated Product
Team Director for
TOWERS/FSS

Integrated Product
Team Director for
TERMINAL

Integrated Product
Team Director for
EN ROUTE

Integrated Product
Team Director for
OCEANIC

Integrated Product
Team Director for
INFRASTRUCTURE

Integrated Product
Team Director for
VSCS

Integrated Product
Team Director for
COMMUNICATIONS

Integrated Product
Team Director for
SURVEILLANCE/WX

Integrated Product
Team Director for
GPS/NAVIGATION

Integrated Product
Team Director for
AIRCRAFT/AVONICS

System Architecture
& Integration Service

Program Analysis &
Operations
Research Service

Program
Evaluation
Service

NAS Programming
& Financial Mgmt
Service

NAS Planning &
Technical Support
Service

“to get functional requirements” built into the process from the very beginning and “working together toward a common vision of the future.”

Air Traffic and Airway Facilities representatives will be members of the integrated product development teams, along with logistics, testing and contract personnel, system and specialty engineers, lawyers, and others. Users

will also be involved in the process. The whole idea behind the integrated product development concept, says Donohue, is to bring together the necessary functional disciplines to streamline the process, cut down on the time it now takes to field equipment and systems, provide better quality control, and reduce life-cycle costs.

Highlights *from page 1*

first monthly Administrator's press briefing on October 18.



FAA Administrator David Hinson talks to reporters at the recent press briefing at FAA Headquarters.

Twenty-seven members of the working press, who regularly cover the agency, got to ask the Administrator and representatives from different program offices, first hand, questions about upcoming and ongoing agency issues. The subjects ranged from foreign assessment, Russian air safety, and agency streamlining, to the Administrator's upcoming trip to China.

The next Administrator's briefing is scheduled for Thursday, December 8.

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Employee Communications Branch

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New Selections

Air Traffic Reaffirms Its Commitment to Diversity

More than half of the GS-15 management positions recently filled through the Air Traffic National Selection System were minorities and females.

"This is in line with Air Traffic's commitment to fill one out of every two vacancies with a diversity selection," said Acting Associate Administrator for Air Traffic Bill Jeffers. "I am confident that we are building a diverse management team that will serve the agency well."

Management is not the only area concerning the agency's largest organization. Over the past 18 months, 58 percent of new hires were women and minorities. "Our goal is to achieve a net gain of women, minorities, and people with disabilities at all levels of the work force, with hiring targeting areas where these

groups are underrepresented," said Jeffers.

To further show its support of cultural diversity, Air Traffic created a diversity advocate position. Mary Adams now acts as the focal point for addressing the group's diversity issues. Quarterly meetings are conducted with representatives of the special emphasis groups to review Air Traffic's programs and policies regarding diversity.

Since the buyout, Air Traffic management has filled more than 50 percent of critical positions with diverse selections. In an effort to fill additional vacancies created by the recent selec-

tions, the Air Traffic National Selection System process is now underway and the eligibility list is expected to be available by late January. The list will be used to fill approximately 138 GS-15 managerial vacancies.

"I am confident that we are building a diverse management team that will serve the agency well."



Bill Jeffers
Acting Associate Administrator
for Air Traffic

Safety *from page 1*

The agency's Aviation System Indicators Report analyzes 35 benchmarks, a wide range of data including accident rates, pilot and controller errors, and airline profits and losses.

"This report is a valuable tool for the FAA and the entire aviation industry because it gives a clear picture of the aviation system's performance—what has improved, remained the same, or needs improvement," said FAA Administrator David Hinson.

Most indicators in the report show a continuing improvement in the safety and operation of the National Airspace System, including dramatic decreases in commuter air carrier accident rates which have declined by more than 50 percent during the past two years.

The report pinpoints 23 aviation system and 12 aviation environment indicators which reflect current and past performance.

System indicators include accident and incident rates for all forms of aviation, inspection activity, air traffic

control and aviation system reliability and availability, delays, regulatory compliance, and rates for near mid-air collisions, pilot deviations, controller errors, runway incursions, and vehicle-pedestrian deviations.

The 12 environmental indicators

include economic growth, airline profit and loss, passenger forecasts, number of aircraft handled by FAA facilities, total flight hours and numbers of airports, airmen, certificate holders and registered aircraft.

FAA Remembers

Robert Endres, retired chief of the FAA's Airport Service Operations & Safety Division, died October 7 at Walter Reed Army Hospital, a week after he had heart surgery.

Endres, who began his FAA career in 1947, worked for the agency in Wisconsin, Illinois, and Washington, DC.

During his 35 year tenure, Endres served in every facet of the Airports Service and received many outstanding awards and other performance recognitions. He worked on the Airport and Airways Facility Act, which sets minimum safety standards for the certification of airports serving air carrier aircraft. He also worked as an airport consultant and served six years as executive director for the Taxpayers League of Montgomery County.

Contributions in his memory may be made to the National Kidney Association, 5335 Wisconsin Avenue, NW, Suite 830, Washington DC, 20015.



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**Federal Aviation
Administration**

Headquarters Intercom

New Requirements

FAA to Operate Its Fleet Under Same Standards Used by Air Carriers



FAA's Aircraft Oversight Executive Ed Fell in front of one of the agency's many flight inspection aircraft.

The FAA will soon be operating its fleet of 34 flight inspection aircraft under the same operational safety standards as the air carrier industry.

A new agency organization—called the Office of the Aircraft Oversight Executive—has been established to implement the new standards, scheduled to be in place this spring. Part of

the Office of Aviation System Standards in Oklahoma City, it has the same management structure as an air carrier including an oversight executive, a director of operations, director of maintenance, and chief pilot. Also on staff are quality assurance personnel, check airmen for each aircraft

turn to Inspection on page 6

Drug Testing

Results Below One Percent for the Fourth Year

For the fourth year in a row, less than one percent of private sector aviation industry employees and job applicants tested positive for illegal drugs, the FAA reports.

"The continued success with the drug testing program shows that the aviation

community is committed to ensuring that drug use is not a part of aviation. The use of drugs by employees or applicants in safety-related positions will not be tolerated," said FAA Administrator David Hinson.

turn to Testing on page 8

Highlights

AF Buyout. No further buyout applications are being accepted from Airway Facilities employees.

Although Airway Facilities employees have until December 31 to retire or resign and receive a buyout, the deadline for applying for a buyout was October 18, 1994.

Truth in Ticketing. Sports and entertainment fans will soon reap the benefits of new "Truth in Ticketing" rules, designed to ban air tour operators from offering package deals to events without actually having event tickets.

"For too many years, sports and entertainment fans have been ripped off by unscrupulous tour operators exploiting high-demand events," said DOT Secretary Federico Peña. "These regulations will require operators to tell the truth, or face the consequences."

Attention was drawn to this problem last year when about 800 Wisconsin fans discovered that their Rose Bowl tour packages either did not include promised tickets to the game, or upon arrival in California, they were told that they would have to pay hundreds of dollars more for the tickets.

The new rules cover advertisements, payments, refunds, and price changes for air tour packages for special events, including any tour organized for the purpose of attending a sporting, social, religious, educational, cultural, political, or other event for which admission to the event is advertised as part of the tour.

Under the rules, tour operators must have a substantial number of tickets

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Highlights from page 1

on hand or under contract before they can advertise a tour. Operators may not accept payment for a tour unless an actual or contracted ticket is available. If no ticket is available, payment must be refunded within three days. If the original price of the tour increases by more than 10 percent, the consumer may cancel and receive a full refund—the price of the tour cannot be raised within five days of departure.

The new rules are expected to be in place by December, just before this year's college bowl season.

Revised Requirements. In a move to cut regulatory burden and save taxpayers' money, the FAA recently announced plans to lengthen the validity period for third-class airman medical certificates for many private, recreational, and student pilots.

The FAA plans a comprehensive revision of airman medical standards and certification procedures to better provide for safety in the national aviation system. The revision will reflect current medical knowledge, technology, and practice. The changes are based largely on recommendations of

a panel of medical experts and many of the recommendations reflect what is already agency policy.

The FAA proposed to lengthen the validity period for third-class airman medical certificates from two to three years for everyone under 40 years of age. The medical validity period for pilots between the ages of 40 and 69 will remain at two years. Those 70 and over will be required to be examined each year.

The action follows numerous periods of public comment and petitions seeking changes in standards. The FAA asked Johns Hopkins University to prepare a detailed statistical analysis of information the FAA had collected on approximately 31,000 air traffic controllers over a 15-year period. The study sample was comparable to the private pilot population and the tests were similar to airman medical examinations.

According to Federal Air Surgeon Dr. Jon Jordan, the proposed changes to the medical standards involve vision, hearing, mental, neurologic and cardiovascular requirements and the scope of examination.

The FAA also plans to publish for comment in the *Federal Register* a report by outside medical specialists on the issue of medical certification for diabetic pilots who use insulin.

Satellite Landings. In recent tests, a commercial airliner successfully completed more than 100 automatic landings using signals from satellites orbiting 11,000 miles above the earth. These tests demonstrate that with proper technical augmentation of aircraft position information from satellites, the U.S. Global Positioning System—known as GPS—can meet civil aviation's most stringent requirements for navigation, approach and precision landing.

The system—developed by Stanford University students as part of a NASA research contract in cooperation the FAA—represents a significant achievement in the ongoing re-

finement of GPS for civil use. The FAA is working with two major airlines—United and cargo-carrying United Parcel Service, who are flying their own aircraft under different conditions.

United successfully completed 100 automatic landings at Crows Landing, CA, using a 737-300 aircraft. United Parcel Service will use a 757-200 aircraft to conduct test flights at the FAA Technical Center in Atlantic City, NJ.

"We are working hand-in-hand with our industry customers and visionary researchers to achieve the safest, most efficient and most technically advanced navigation system in the world," said FAA Administrator David Hinson. "It is a partnership that benefits the entire aviation industry."

Dallas Manager. Vaughn Patterson is the new air traffic manager of the Dallas Love Terminal Radar Approach Control facility.



Vaughn Patterson

Patterson moved to his present position of acting manager of Tampa Air Traffic Control Tower after serving as the facility's assistant air traffic manager. During his 21-year career at the FAA, he held positions as a staff specialist, first-line supervisor at the

Wichita Terminal Radar Approach Control facility, and air traffic manager of Hutchinson, KS, Tower, in addition to holding a regional headquarters staff position.

Vaughn began his FAA career as a journeyman air traffic controller at Lincoln Flight Service Station, NE. He held positions in level III, IV, and V facilities before moving into the management track.

Patterson says he is "honored to be chosen for this new position during a time when the agency faces so many new challenges, such as technological advancements, corporatization, streamlining, and diversity, just to name a few."

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Diane Spitaliere
Manager

Employee Communications Branch

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International Manager. Dawn Veatch is the new manager of the FAA's International Field Office at Gatwick Airport, England.

Veatch assumes her new duties in England after holding a supervisory position in Orlando, FL. She began her agency career in 1982 as an aviation safety inspector in Atlanta, GA. Working as a staff specialist in Southern Region's Flight Inspection and Procedure Staff, Veatch was instrumental in developing and implementing new LORAN approaches for use by the general aviation community.

Veatch is a certified pilot and flight instructor. She is also type rated in the DC-9. Prior to working for the FAA, Veatch operated her own 135 air taxi service, leasing piper cubs and a Cessna 185 to the Bureau of Land Management.

Fire Safety. The hotel/motel section of the *Federal Travel Directory* now lists only those lodging facilities that are in compliance with the 1990 Hotel/Motel Fire Safety Act.

The act promotes fire safety in hotels, motels, and other places of public accommodation by strongly encouraging federal employees and invitational travelers on official travel to stay in only those properties that have smoke detectors and, if more than three stories, fire sprinklers.

All federally funded meetings, conferences, conventions, or training seminars must now be held in properties meeting the fire safety guidelines.

For additional information, employees may contact their servicing accounting office.

Sounding Off. The General Services Administration (GSA) is offering nearly 600,000 federal employees an opportunity to register their praises or complaints with the agency that manages their buildings.

GSA has distributed a "customer

satisfaction" questionnaire among employees in its 5,000 owned or leased buildings. They want to determine where improvements can be made.

The package includes a postage-paid envelope, and takes about 15 minutes to fill out.

Survey results are expected to be released in January 1995.

Customer Support. The FAA recently opened its Telecommunications Customer Support Center to provide assistance to FAAers seeking answers to, or assistance with, specific questions on telecommunications-related issues

affecting the FAA.

The center operates an electronic bulletin board, which is accessible via



Dawn Veatch

cc:Mail under the title *Telecom Cust Spt Ctr (CUSC)*. The bulletin board, which is updated by the CUSC staff on a regular basis, contains a broad range of telecommunications-related topics of general interest to the FAA community.

Managed by the Airway Facilities/NAS Operations organization, the center is open from 8 a.m. to 5 p.m. Eastern Time, Monday through Friday. During this time, callers can access the center by calling (202) 863-8250. After normal business hours, callers may leave a message on voice mail. The center's facsimile number is (202) 863-7333.

The staff will respond the next business day to all questions submitted outside their business hours.

Mergers and Acquisitions

Administrator's and Consumer Hotlines Join Forces

In keeping with agency streamlining efforts, the Administrator's Hotline and the Consumer Hotline merged on November 14. There are now four full-time staffers assigned to the Hotline Operations Center.

FAAer Mary Couch is the new team leader, with staff members Valerie Veney, Connie Housewright, and Nancy Hebel. All report directly to FAA's chief of staff, Peggy Gilligan.

Agency employees may continue to use the Administrator's Hotline to discuss pay, travel, training, or administrative issues that they are unable to get resolved through other avenues. The hotline staff cannot, however, intervene if an employee has filed a grievance, discrimination complaint, or any other type of formal complaint.

The Consumer Hotline, previously housed in the Office of Public Affairs, is a toll-free service provided to citizens with complaints concerning matters within the

FAA's jurisdiction like carry-on baggage and child safety seats, or other services provided by the agency such as pilot examinations, aircraft certification, and facility operations.

The Administrator's Hotline can be reached by dialing x79532 in Headquarters, (202) 267-9532 commercially, or toll-free at 1-800-255-1111.

The Consumer Hotline can be reached by dialing 1-800-FAA-SURE (322-7873).

The hours of operation for both hotlines are Monday through Friday, except holidays, from 8 a.m. until 4 p.m. Eastern Time. After regular working hours, callers can leave their name and telephone number on the VMX answering system, and one of the staff will return the call the next business day.

The office is located in the FAA Headquarters building, room 1004A, and walk-ins are welcome during business hours.

An FAA Halloween

Senior Managers 'Scare' up Funds for the Combined Federal Campaign

Although it was for a good cause, it was a frightening sight as FAA's senior managers paraded across the auditorium stage dressed as everything from Dracula to Lady Luck.

The annual Halloween costume contest "scared up" about \$270 for the Combined Federal Campaign. It also gave FAAers the chance to see their favorite senior managers dressed in Halloween garb.

Bob Hope—a.k.a. Office of Accounting Director Ernest Keeling—kicked off the event, while the "CFC Raisins" provided the entertainment.

First place winner was Theron Gray, assistant administrator for Informa-



Above: This year's first place winner was the Wizard of Oz—a.k.a. Assistant Administrator for Information Technology Theron Gray—along with Dorothy, the Scarecrow, Tin Man, and a Cow.

Left: Assistant Administrator for Human Resource Management Herb McLure came dressed as Dracula.

Below: The FAA's own CFC Raisins provide entertainment at the event.

tion Technology, who went as the Wizard of Oz, accompanied by Dorothy, the Scarecrow, Tin Man, and a cow.

Director of Civil Aviation Security Intelligence Pat McDonnell and Catherine Vasquez, Sensitive Activities Division, came in second place as Lady Luck and the chicken man.

Third place in this year's contest went to Gib Devey, manager of the Contracts Division, Office of the Associate Administrator for Contracting and Quality Assurance, who came dressed as a convict.



A Note of Thanks

Hinson Hosts FAA's First Employee Recognition Day

FAA Administrator David Hinson recently extended his personal thanks to all employees for the work they "have all done on behalf of the FAA, as well as the Department," in honor of the DOT's first Employee Recognition Day.

During the November 3 rally to honor FAA employees, Hinson highlighted several of the agency's significant accomplishments over the past 15 months. He spoke of the U.S. Air Traffic Services Corporation proposal, the agency's comprehensive strategic plan, and a few of the different organizational accomplishments. He commended Airway Facilities for completing a comprehensive reorganization and sector consolidation plan which "was carried out using innovative processes and significant employee participation."

Hinson also thanked Aviation Standards for reducing the time it takes to process

issuance of pilot certificates, results of written tests for pilots, and answer correspondence to pilots.

According to Hinson, the efforts of the Human Resource Management reengineering team to create a structure and process for doing business in a new way have resulted in the

FAA's "becoming a recognized leader in the federal government."

"The evidence is indisputable that the FAA's performance in safeguarding the traveling public, every hour of every day, is unsurpassed anywhere in the world," said Hinson. "This would not be happening without your dedication and professionalism. I commend you all."

During the rally, Hinson also recognized FAAers who were honored during the DOT Secretary's 27th Annual Awards Ceremony. This year's winners were:



FAA Administrator David Hinson honors employees during a recent Headquarters rally designed to celebrate Employee Recognition Day.

Secretary's Award for Excellence

LaVerne Battle
Headquarters
Peggy Carter
Headquarters

Sharon Lombardi
Eastern Region
Sandra Paxton
Alaskan Region
Michele Porter
Southern Region
Mary Jane Wirt
Southern Region

Secretary's Award for Teamwork

Contract Tower Quality Through
Partnership/Matrix Support Team
Headquarters

Secretary's Award for Merit

James Adler
Headquarters
Jonathon Bremseth
Great Lakes Region

Elizabeth Bugay
Headquarters
Ronald Driest
Headquarters
Victor LaSaxon
Aeronautical Center
William Williams
Aeronautical Center

Secretary's Award for Diversity

Kathleen Heet
Western-Pacific Region

Secretary's Award for Valor

Ignacio Esqueda
Southwest Region
Blair Miles
Great Lakes Region
Donald Small
New England Region

Secretary's Award for Volunteer Service

Doris Harmon
Headquarters

Secretary's Award for Quality

Grand Forks Automated Flight
Service Station
Great Lakes Region

Inspection *from page 1*

type, a manager for training, the FAA's senior flight safety officer, and a flight locating center.

"This action assures that FAA aircraft will be operated at the highest levels of safety and maintained consistently with regulatory requirements for air carriers," said Darlene Freeman, associate administrator for Aviation Standards.

The conversion will involve developing new manuals and courses for crew discipline, training, and maintenance—similar to an air carrier. FAA's goal, Freeman said, is to turn the FAA fleet into a government-wide model.

Ed Fell, a veteran pilot and member of FAA's Senior Executive Service, will head up the new organization. A 20-year agency employee, Fell holds an airline transport pilot certificate and is rated on the Boeing 727 and 707. He also holds a commercial helicopter certificate and a flight engineer certificate with a turbojet rating.

The FAA's Flight Standards Service will perform safety surveillance of the flight inspection fleet and use the same safety standards required of Federal Aviation Regulation Part 135 air carriers. One key safety enhancement initiative already implemented by the new organization is a crew resource management training course for flight inspection flight crews.

The flight inspection fleet, which consists of twin-engine turboprops and turbojets, is used to inspect navigational aids in the United States and around the world. They are based in Atlantic City, Anchorage, Atlanta, Battle Creek, MI, Honolulu, Sacramento, and Oklahoma City.



Great Service!

During the recent Employee Recognition Day celebration, events were held throughout Headquarters to honor FAA employees. The managers of the Headquarters Facilities Management Staff—from left, Mamie Mallory, Richard Wu, and Rosa Flores—served a surprise luncheon to their employees in appreciation of their dedication and service. The event was held in the Headquarters cafeteria, and contract labor support and General Services Administration building representatives were also invited.

Planning Ahead

Thrift Savings Plan Open Season Runs Through January 31

The Thrift Savings Plan (TSP) open season at the FAA runs through January 31, 1995. During this time, eligible employees can sign up to contribute to the plan, or change the amount of contributions to the three funds.

This year, eligible employees include Civil Service Retirement System (CSRS) employees or Federal Employees Retirement System (FERS) employees with continuous service, who were hired between January 1 and June 30, 1994. Rehired CSRS and FERS employees who were previously eligible to participate may begin contributing to the plan as well. Rehired employees who were not eligible to participate will become eligible in the second open season after rehire.

CSRS employees may contribute five percent of their earnings with no government match, and FERS employees may contribute 10 percent of their earnings with a five percent government match (which includes the agency one percent automatic contribution). All contributions are tax deferred until they are actually withdrawn from the plan.

The three investment funds under the plan are G/Government Securities Investment fund, C/Common Stock Investment fund, and F/Fixed Income Index Investment fund.

Updated information on the TSP open season is available from the Employee Relations Branch, AHR-140, room 528.

For more information or questions on the open season, contact Barbara Williams, x73873, or Charlene Warren, x73872.

People

Leave Donations. Jacqueline Blazy, executive officer in System Operations, is an eligible recipient for the FAA's leave donor program.

She will be on extended leave due to complications arising from her pregnancy.

Anyone wishing to donate annual leave should contact Paulette Randolph, AHR-10, x73897.

Help Wanted. Bessie Sherrod, a program management specialist in the Resource Management Staff, recently lost all of her belongings in a fire that destroyed her home in Oxon Hill, MD.

Sherrod lives with her two grandchildren and her son.

Anyone interested in donating household items or clothing may contact Lori Brown, x79714, or Karen Miller-Long, x77090.

Expanding Expertise

21 Selected for Executive Potential Program

Twenty-one FAAers from across the country have been selected to participate in the 1994 Executive Potential Program.

The program—sponsored by the Office of Personnel Management—targets high potential employees with little or no supervisory experience. It teaches required competencies and skills for federal management positions.

It consists of orientation and training courses, iden-



The recently-selected participants in the 1994 Executive Potential Program.

tification of a senior executive advisor, two 60-day work assignments, one three-day shadow assignment, three executive interviews, participation in "cluster group" activities, developing an individual development plan, and a graduation ceremony.

The 12 participants from the 1993 Executive Potential Program recently attended an Office of Personnel Management graduation ceremony.

Participating in this year's program are:

John Babich
Systems Maintenance Service
Headquarters

Julie Anna Beckham
Regulation & Certification
Headquarters

William Bradford
Weather & Flight Service Systems
Headquarters

Thomas Couch
Aviation System Standards
Headquarters

Joyce Eaton
Weather Radar Program
Headquarters

Matoka Forbes
Advanced Automation Program
Headquarters

Florence Hamn
Office of Rulemaking
Headquarters

Christopher Keyes
General Aviation Operations
Aeronautical Center

Ellen Kijowski
Airway Facilities
Great Lakes Region

Thomas Laginja
NAS System Engineering Service
Headquarters

Irene Langweil
Secondary Radar Program
Headquarters

Eileen Lee
NAS Program Management
Service
Headquarters

John Loynes
Terminal Radar Program
Headquarters

Betty Mann
Systems Maintenance Service
Headquarters

Barbara Miller
Airway Facilities
Southern Region

Thomas Novak
Regulations & Standards
Headquarters

Jess Robinson
Airway Facilities
Headquarters

Shirley Rutherford
Airway Facilities
Northwest Mountain Region

Ferrol Thomas
Office of Labor and
Employee Relations
Headquarters

Richard Turner
Navigation and Landing Program
Headquarters

Jeffrey Yarnell
Airway Facilities
Central Region

'Tis the Season

FAAers are Urged to Watch Out for Thieves

FAAers are urged to take extra steps to make sure personal items and government equipment aren't stolen.

During the holidays, the number of thefts at Headquarters increases.

In previous years, tens of thousands of dollars worth of computer equipment, software, and other electronic items were stolen. Individual employees have lost hundreds of dollars to thieves operating within the building who target unattended purses, wallets, and bags.

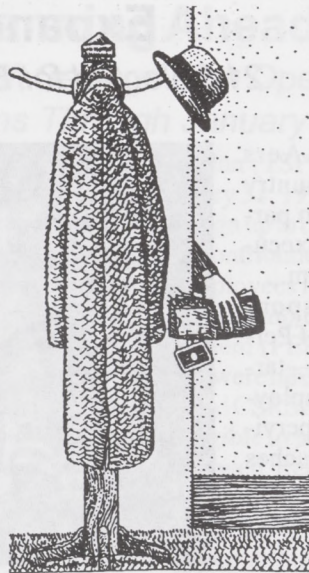
Never leave personal property

unattended unless you are willing to risk loss.

The government is not responsible for property loss.

Here are some tips. Never leave a wallet in a coat pocket hanging on a coat rack. Never leave a purse under a desk or in an unlocked drawer. Take it with you or keep in a locked file cabinet.

Security officials say it is the responsibility of individual users to safeguard high-value



equipment and software such as computers—especially laptop versions—by keeping them properly secured when left unattended.

Lock equipment in a secure room or secure it with an approved cable tiedown or similar locking device.

Flightplan

Awards Ceremony. The annual Employee Participation Group (EPG) Awards Ceremony will be held *Monday, November 28*, from 11 a.m. to 12 noon, in the MacCracken Room, 10th floor.

FAA Administrator David Hinson will honor individuals and groups for their outstanding contributions to the Employee Participation Group Program.

Seating may be limited and will be on a first-come, first-served basis.

NAS Training. The next National Aerospace System Orientation training is scheduled for *Tuesday through Thursday, December 6 through 8*, at the AT&T building (3rd floor), 1919 Eads Street, Alexandria, VA. The class will be presented by Jerry Thompson and Associates, Inc., and is designed to benefit employees desiring a broader exposure to the FAA and the National Aerospace System.

The training is scheduled as follows: *Tuesday, December 6*, from 8:30 a.m. to 3:30 p.m.; a day of touring local sites on *Wednesday, December 7*; and training again on *Thursday, December 8*, from 8:30 a.m. to 12:30 p.m.

Administrative contacts should obtain the following information on anyone in their organization who is interested in attending the course: name, routing symbol, position title and grade, and social security number. The information should be submitted to Tom Bryan, System Engineering and Development Staff, ASD-10.

For more information, contact

Bryan at 287-8557, or Sharon Black, 287-8511.

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* prior to the event to room 909B, or call x73441.

Testing *from page 1*

In 1993, aviation companies conducted 268,809 drug tests on employees and applicants for safety-related jobs. Of these, 2,193 or 0.82 percent tested positive. Pre-employment drug testing accounted for 81,517 tests, resulting in 1,096 positive findings, or 50 percent of all positive findings. Even though more tests were conducted in 1993 than in 1992, the positive rates still remained under one percent.

The positive results were among employees and applicants in the following jobs: 1,370 aircraft maintenance, 592 security screeners, 141 flight attendants, 68 aircraft dispatchers, 21 flight crew personnel, and 1 non-FAA air traffic controller. Employees or appli-

cants who test positive for illegal drugs are removed from, or not hired for, safety-related jobs.

Random testing accounted for 960 positive findings out of 182,482 tests, or 0.53 percent. The random positive rate declined slightly this year from the previous two years' rate of 0.72 percent.

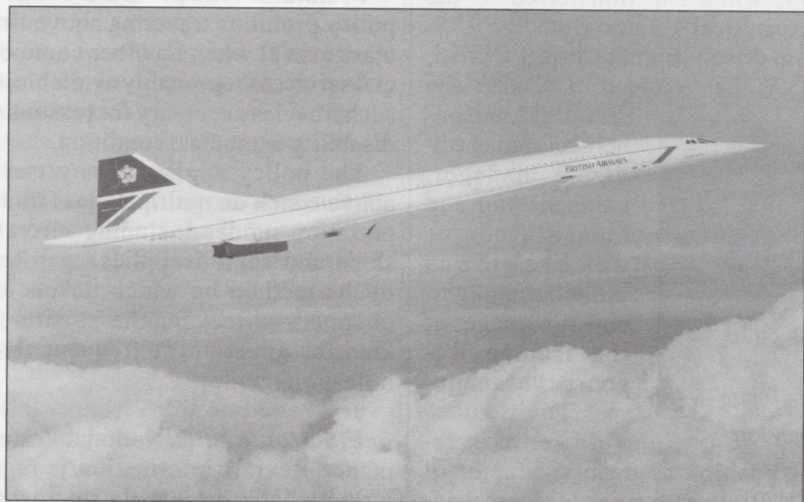
The drugs used in the 2,193 positive results were: marijuana (1,220); cocaine (850); amphetamines (159); opiates (98); and phencyclidine (31). Due to multiple drug use by some individuals, the number of positives by drug type exceeds the number of persons who tested positive.

The results are based on reports from over 4,700 aviation companies which employ approximately 352,000 employees covered by the antidrug regulations.



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom



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Final Flight

Concorde Leaves Dulles Airport

With one final roar of its engines, the British Airways Concorde recently departed from Dulles International Airport for the last time. Dulles, in 1976, was the first U.S. airport to offer Concorde service. According to British Airways officials, Concorde flights between Washington, DC, and London in the last few years have been at less than half-capacity. Only 37 people were aboard the 100-passenger aircraft as it left Dulles on its final flight. The end of this supersonic service, with its \$7,800 round-trip ticket price tag, means that London is three hours farther away from Washington, DC. New York is now the Concorde's only U.S. destination. The Concorde cruises at 1,350 miles per hour at 50,000 feet, about 10,000 feet higher than most other commercial aircraft.

Constant Change

Advancing Aviation Into the Next Century

During a three day Chicago celebration of the 50th anniversary of the International Civil Aviation Organization—better known as ICAO—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.

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. The organization, headquartered in Montreal, was born during the 1944 Chicago Conference on International Aviation.

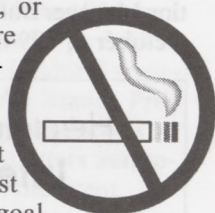
"It is a testament to the success of
turn to ICAO on page 4

Highlights

Smoking Ban. The United States, Canada, and Australia recently entered into an agreement to ban smoking on nonstop flights operated by their airlines among the three countries.

Signed by DOT Secretary Federico Peña and representatives from Canada and Australia during the recent 50th anniversary celebration of the International Civil Aviation Organization (ICAO) in Chicago, the ban becomes effective in March of next year. It does not apply to flights operated via an intermediate point in a country that has not signed the agreement. It also does not apply to flights chartered by a person, company, or organization which are not operated for paying passengers.

According to Peña, the agreement is an important first step toward ICAO's goal of banning smoking on international flights by July 1, 1996. Two years ago, the U.S., Canada, Australia, New Zealand, and nine other countries sponsored a resolution in the ICAO assembly calling for a global ban on smoking by 1996.



Unauthorized Commitments. Dennis DeGaetano, acting associate administrator for Contracting and Quality Assurance, reminds employees that "committing the government without proper authority is a serious offense."

In a recent memo to the agency's top managers, DeGaetano said that
turn to Highlights on page 2

Highlights from page 1

when unauthorized commitments are made, several laws and statutes are violated, such as, the Federal Acquisition Regulation, Small Business Act, and the Competition in Contracting Act, to name a few. He said such practices "must be stopped immediately," reminding employees that they are responsible for performing their duties in accordance with the applicable DOT/FAA and federal regulations.

DeGaetano pointed out a review of ratification actions in Headquarters and field procurement offices revealed that unauthorized commitments are committed repeatedly within some organizations, often by the same employees. In only one of those cases, he pointed out, "did we find that an individual was disciplined."

The memo instructs managers and supervisors to take disciplinary action against any employee who makes unauthorized commitments, referring them to the Federal Aviation Acquisition Manager Bulletin (FB 95-1), dated October 5, 1994.

Headquarters Intercom

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No. 94-44

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Aeronautical Deputy. Lindy Ritz, deputy director of FAA's Aviation System Standards (AVN), was recently named deputy associate administrator for the Mike Monroney Aeronautical Center in Oklahoma City. She was one of 23 graduates of the FAA's first Senior Executive Service Candidate Development Program in 1992.

Ritz has been with the agency since 1979, when she transferred to the Aeronautical Center from the U.S. Naval Air Station at Corpus Christi, TX. At the Aeronautical Center she



Lindy Ritz

served as a personnel management division manager, compensation and human resource development branch manager, and as manager of the Human Resource Management Division. In her most recent position as deputy director of AVN, Ritz was responsible for managing an international program providing flight inspection of air navigation facilities, flight procedures development, maintenance/overhaul/modification of the FAA fleet of 52 aircraft and regulatory standards and data analysis.

Ritz received her bachelor's degree from the University of Oklahoma in 1971.

Revising Procurements. As part of the reinventing government initiative, President Clinton recently signed the Federal Acquisition Streamlining Act of 1994 to revise a range of government-wide procurement requirements.

For example, the act establishes a framework for the Federal Acquisition Computer Network. The system is scheduled to be fully operational by 1999 to provide a government-wide electronic commerce and data interchange. It also raises the simplified purchase threshold initially from \$25,000 to \$50,000 and creates a micro-purchase threshold at \$2,500 where purchases less than that amount

do not have to be set aside for small businesses or comply with the Buy American Act requirements. The simplified purchase threshold will increase to \$100,000 once the FAA establishes full Federal Acquisition Computer Network capability.

Implementing procedures are still being developed.

Premium Travel. DOT's travel policy prohibits traveling above first class except when no other commercial service is reasonably available, or such travel is necessary for reasons of disability or medical condition.

The policy applies to any travel above coach on multiple class transportation modes including aircraft, ships, and trains. It applies regardless of the method by which tickets are obtained—direct purchase, gifts in kind, or government frequent flyer mileage upgrades.

Electronic NPR. National Performance Review information is regularly available through the Internet on government bulletin boards, including FedWorld (703) 321-8020, the Office of Personnel Management's Mainstreet (202) 606-4800, and commercial computer networks.

To access a bulletin board, employees need a computer and a modem. While FedWorld and Mainstreet are free, commercial networks charge user fees. ACE Gopher Server is an Internet-based government information server supported by Americans Communicating Electronically and the USDA Cooperative Extension Service. Internet access is ace.esusda.gov, or call (202) 720-8176 for assistance.

More networks are being developed by the NPR staff to keep government employees and private citizens informed of NPR announcements, reports, newsletters, success stories, and information on working groups such as the President's Management Council.

Satisfaction Survey. The U.S. Office of Personnel Management (OPM) recently announced the results of the first survey conducted on federal em-

employees' and retirees' satisfaction with their health coverage under the Federal Employees Health Benefits Program. A booklet containing this information is available to employees through their servicing human resource management division through the end of this year's health benefits open season.

Over 90,000 program enrollees responded to the customer satisfaction survey, and 261 plans and options chose to participate in the voluntary survey. Over 80 percent of enrollees in both fee-for-service plans and health maintenance organizations who responded to the survey expressed satisfaction with their plan.

OPM is publishing survey results to help consumers make informed decisions about their health plan choices, and provide participating plans with important information regarding their ongoing quality improvement efforts.

Celebrate the Differences. A new 18-minute video—produced by the FAA's Aeronautical Center Multi-Media Group—called "Cultural Diversity: Celebrate the Differences" is now available to all Headquarters FAAers.

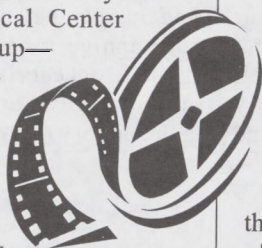
The film shows employees at work in different settings throughout the agency, and depicts how diverse individuals can work together to accomplish the FAA's mission.

To view the film, employees in Headquarters may contact Carol Brooks, x73470.

For an individual copy of the film, employees may contact Laura Shepherd, (405) 954-4675.

Sick Leave. Beginning next year, federal employees will be able to use their sick leave to care for family members who have conditions for which the employee would qualify for sick leave if personally afflicted.

Under the new law signed recently by President Clinton, family members include an employee's spouse, spouse's parents, children, parents, siblings and



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 brown bag luncheon is scheduled for Thursday, December 15, from 12 noon until 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 Monday, December 5. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the Administrator.



their spouses, and others whose close association creates the equivalent of a family relationship.

Employees can use at least five days of sick leave a year for this reason, with the maximum number of days being 13. Those who use over five days a year to care for a family member must keep a balance of at least 10 sick days for their own potential use.

Sick leave can also be used to plan or attend funerals for family members. The new law also allows employees to transfer annual leave to other federally employed family members in leave sharing programs.

People

Leave Donations. Teloria Odom, budget analyst in the Office of Human Resource Management's Executive Staff, is an eligible recipient for the FAA's leave donor program.

Odom suffers from severe asthma, and has been hospitalized three times. She is now recuperating at home and has exhausted all of her leave.

Anyone wishing to donate annual leave should contact Paulette Randolph, AHR-100, x73897.

Flightplan

AIDS Awareness. World AIDS Awareness Day is scheduled for *Thursday, December 1*. According to the Center for Disease Control, one million people became HIV-infected between June 1981, and June 1994, and 401,749 were diagnosed with AIDS.

The Headquarters Health Awareness and Employee Assistance Programs are sponsoring presentations on that day in the Headquarters auditorium in recognition of the event.

Information on these presentations is on display in the lobby. For additional information, contact the clinic, x73405.

Seminar Series. The Flight Standards Service is sponsoring a presentation as part of its speaker seminar series, *Thursday, December 8*, from 10 to 11 a.m., in the Headquarters auditorium.

The keynote speaker will be Dr. Robert Parker, director of the National Aeronautics and Space Administration's Space Operations Utilization Division. Parker is a former astronaut from the Apollo and Skylab missions.

For more information, contact Ruth Ann Hodges, x77480.

ICAO *from page 1*

the Convention that ICAO remains the principal forum for the world aviation community, despite the enormous changes which have taken place in aviation and in global politics in the intervening five decades," said Hinson.

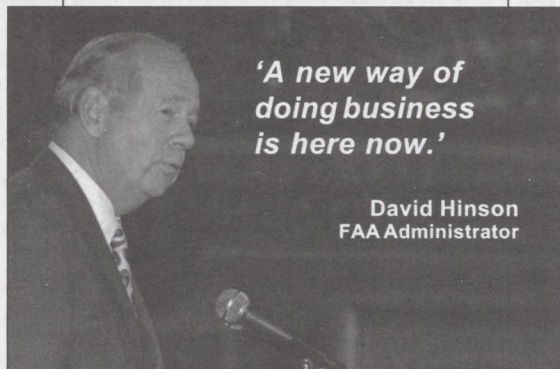
"We can already see," said Hinson, "that aviation is undergoing great change. It is becoming globally integrated, with the same high standards of safety demanded through all sectors of the industry and all parts of the world."

The airlines are redefining the nature of their business, he said, and "devising the strategies which are necessary in a changing environment." He also pointed out that air traffic control management is being reinvented by the technological convergence of satellites, computer, and digital communications.

Hinson spoke of the emerging trend toward "transnational ventures" both in aircraft manufacturing and in airline operation. "This trend," he said, "must lead eventually to greater uniformity.

Global integration will erode many of the differences which give companies an advantage over their competitors."

According to Hinson, "a new way of doing business is here now. The old 'steady as you go' economic environment is gone. Constant change is now the theme."



'A new way of doing business is here now.'

David Hinson
FAA Administrator

Hinson also spoke of new developments in technology, saying that by the year 2005, the FAA will have invested 32 billion dollars in a capital investment plan to upgrade and improve the entire air traffic control system. An investment, he said, "which has already paid for itself by reducing the heavy costs to industry of flight delays caused by congestion and

the malfunctioning of our aging equipment."

Hinson also noted the enormous value the Global Positioning System has had for civilian aviation. He emphasized that the FAA is moving quickly to make the momentous shift to satellite-based navigation—a move which will make possible more flexible and direct routings, reduced separation between transoceanic flights, and the accelerated adoption of advanced air traffic technology throughout the world—without an enormously expensive investment in ground-based facilities. "The rapid deployment of GPS," said Hinson, "is essential if we are to have an air traffic management system that can handle all the growth we predict for the future."

It is significant, he said, "that in commemorating the fiftieth anniversary of the Chicago Convention, we find ourselves not just observing another anniversary. We find ourselves again, fifty years later, watching ourselves cross over another dividing line in the history of aviation."

Solid Commitment

Diversity a Major Theme in the Airway Facilities' Realignment

As Airway Facilities moves forward with its national realignment plan, Associate Administrator for Airway Facilities Archie Archilla reaffirms his commitment to diversity.

"As we move to realign our field organizations from 77 sector offices to 33 system management offices, I am committed to retaining the diversity gains made in the past four years through the active efforts of the Airway Facilities National Selection System," said Archilla.

While the main objective of the realignment plan is to meet projected budget and staffing reductions, Archilla says that "first main-

taining, then increasing the diversity of the work force is an equally important outcome."

Archilla pointed out that before the Headquarters realignment, the organization had 85 supervisors, 28 percent being minorities and females. But now, under the realigned organization, 34 percent of the current 64 supervisors are minorities and females.

To ensure the success of Airway Facilities' diversity goals, several efforts are underway. A diversity focus group—made up of representatives from special emphasis groups and employee organizations—is scheduled to meet for two days next month to discuss diversity

issues specific to the organization's realignment. They will provide recommendations for action to the Airway Facilities executive board, including ways of creating developmental opportunities to increase diversity. "Since recruitment opportunities are limited, utilization of the pool of existing employees is our primary means of increasing diversity," said Archilla.

The organization now has its own diversity team and has instituted a system to monitor diversity accomplishments. Archilla vowed that "diversity will receive consideration in all realignment decisions."



U.S. Department of Transportation
Federal Aviation Administration

Headquarters Intercom

New Structure

FAA Reorganizes Along Its Key Lines of Business

In a move to streamline the agency, FAA Administrator David Hinson and Deputy Administrator Linda Hall Daschle announced an organization restructured along its six key lines of business on November 30. The new organization consolidates agency functions, is structured around the agency's major products and services, refines its internal operation, and increases management accountability.

To maintain the agency's focus on aviation safety—the FAA's highest priority—Hinson established a new top-level Safety System office, which will report directly to him. "I need an individual who can provide independent advice on safety trends and issues," said Hinson. He said the new position will provide an interpretive aspect to the safety data the agency regularly collects, allowing for an "early look at emerging safety issues."

Hinson said that the FAA is currently conducting a nationwide search for a person to head the new office, and will consider candidates from both within and outside the agency.

The current Aviation Safety office, headed by Charlie Heuttner, will be temporarily housed in the agency's Research and Acquisitions organization until the head of the new System Safety office provides the Administrator with a blueprint for the FAA's overall safety mission.

The new agency organization establishes a single point of accountability for each of the agency's major products and services: regulation and certification, air traffic services, research and acquisitions, airports, civil aviation se-

curity, and administration. All organizations are headed by associate administrators.

Regulation and Certification

The agency has brought together all of its regulatory, compliance, and safety oversight functions in a new Regulation and Certification organization designed to establish and monitor the highest aviation safety standards. Headed by Tony Broderick, the organization draws a clear line between agency regulatory functions and operational activities, and provides the clear-cut accountability that is key to enhancing aviation safety. It includes Aircraft Certification, Flight Standards, Rulemaking, Aviation Medicine, Accident Investigation, and the Civil Registry.

Air Traffic Services

The FAA's air traffic services have been consolidated to provide greater efficiency in responding to user needs and to ensure accountability for the safety of the agency's 24-hour-a-day air traffic operation. Headed by Monte Belger, with Darlene Freeman serving as deputy, the organization includes the agency's offices of Air Traffic, Airway Facilities, Capacity, Independent Operational Test and Evaluation Oversight, and the Flight Inspection Program located at the Aeronautical Center. Bill Jeffers will continue to head Air Traffic, while Jim Washington, currently the assistant manager of Great Lakes Region's Air Traffic Division, serves as deputy. Archie Archilla continues to head Airway Facilities, with Stan Rivers as deputy.

Research and Acquisitions

George Donohue will continue his
turn to Reorganization on page 4

Message from the Administrator

Making Better Use of Agency Resources

Fifteen months ago when I arrived at the FAA, I was asked if I had any plans to reorganize the agency. At the time, I was not ready to answer that question. Now I am.

I have spent much of my first year as Administrator evaluating our organization to determine ways we could operate more efficiently and in a more business-like manner. Like most of you, I don't like reorganizations. But to meet the challenges of doing busi-



ness in the existing environment of diminished financial resources and increased customer expectations, this agency must move beyond 'business as usual' and make better use of its resources.

I have been working closely with the people in each of the agency's component organizations to fully understand the FAA, specifically why the operational organizations were combined

turn to Message on page 4

Federal Aviation Administration



Linda Hall Daschle
Deputy Administrator

John Hinson
Administrator



Mark Gerchick
Chief Counsel

Mark Gerchick



Barry Valentine
Assistant Administrator for Policy,
Planning & International Aviation

Barry Valentine



Assistant Administrator for Government Relations



Monte Belger
Associate Administrator
for Air Traffic Services

Monte Belger



Darlene Freeman
Deputy Associate
Administrator for Air
Traffic Services



George Donohue
Associate Administrator
for Research and Acquisitions

George Donohue



Associate Administrator for Research and Acquisitions



Bill Jeffers
Air Traffic

Air Traffic

- AT Plans and Requirements
- AT System Effectiveness
- AT System Management
- AT Program Management
- AT Rules and Procedures



Jim Washington
Air Traffic Deputy

- Acquisition
- Aviation Safety (Interim)
- Information Technology
- FAA Technical Center
- Aviation Research
- Air Traffic Systems
- Communications, Navigation and Surveillance Systems
- System Architecture and Program Evaluation

- Aircraft Certification
- Flight Standards
- Rulemaking
- Aviation Medicine
- Civil Aviation
- Accident Investigation



Archie Archilla
Airway Facilities

Airway Facilities

- NAS Transition & Implem. Reqs. and Life Cycle Mgmt.
- NAS Operations
- Spectrum Policy and Mgmt.
- Operational Support
- Resource Management
- FAA Logistics Center



Stan Rivers
Airway Facilities
Deputy

Capacity

- Airspace Capacity Planning
- Aviation Weather
- Flight Inspection Program
- Independent Operational Test and Eval. Oversight

Hinson
Administrator



Daschle
Administrator

System Safety



A. Bradley Mims

Assistant Administrator for Government & Industry Affairs



Sandra Allen

Assistant Administrator for Public Affairs



Leon Watkins

Assistant Administrator for Civil Rights



Tony Broderick

Associate Administrator for Regulation and Certification



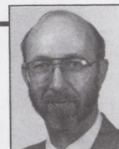
Cynthia Rich

Associate Administrator for Airports



Cathal Flynn

Associate Administrator for Civil Aviation Security



Dale McDaniel

Acting Associate Administrator for Administration

- Aircraft Certification
- Flight Standards
- Rulemaking
- Aviation Medicine
- Civil Aviation Registry
- Accident Investigation

- Airport Planning and Programming
- Airport Safety and Standards
- Airport Capacity Planning

- Security Intelligence
- Security Operations
- Security Policy and Planning

- Regional Administrators
- Budget & Accounting
- Human Resources
- Aeronautical Center

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Staff Writer

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Art Director

Reorganization *from page 1*

revamp of the agency's research and acquisitions function to acquire technology and equipment to update the nation's air traffic control system on time and within budget. "I look to George to complete the FAA's system modernization within budget and on time," said Hinson.

Airports

The agency's Airports organization, headed by Cynthia Rich, will continue to administer the nation's airport development program, as well as take responsibility for national airport planning. The organization has placed an increased emphasis on the joint goals of airport development and integrated system capacity.

Civil Aviation Security

The FAA's Civil Aviation Security organization, headed by Admiral Cathal "Irish" Flynn, will continue to promote the security of civil aviation.

Administration

The FAA will consolidate administrative functions into one organization to deal more effectively with streamlining issues that affect funding and personnel. "The FAA today operates with approximately 3,200 fewer employees than one year ago, 15 percent of whom are management. Simply stated, this trend will continue as organizations get smaller, and we need to determine a sensible plan for managing the process," said Hinson.

The new Administration organization will include budget, accounting, training, and human resources. The agency's regional administrators, as well as the Aeronautical Center, will report directly to this new organization.

"I want to clearly state that I will continue to rely on the regional administrators to represent the FAA in the regions they serve, just as they do today—that has not changed," said Hinson.

While the agency is in the process of making a permanent selection for the new Administration office, Deputy Assistant Administrator for Policy, Planning, and International Aviation Dale McDaniel has agreed to serve as its interim head.

"This reorganization will not solve the systemic problems of burdensome personnel and budget regulations encountered by all federal agencies. However, it will allow us to manage internal FAA processes better and more effectively, and create a better environment to respond to our customers' needs," said Hinson.

Policy and Staff

For the most part, policy and staff organizations remain unchanged. The Chief Counsel is Mark Gerchick. Barry Valentine heads Policy, Planning and International Aviation. Brad Mims is in charge of Government and Industry Affairs. Sandra Allen directs the Office of Public Affairs.

Civil Rights

Leon Watkins is the agency's chief Civil Rights officer. To underscore the agency's commitment to diversity, however, that office will soon include an SES deputy assistant administrator. "I will rely heavily on this office to ensure that we continue to make progress on our diversity goals, particularly as the FAA continues to downsize and reengineer," said Hinson.

Heads of these new offices will create business plans consistent with the DOT and FAA Strategic Plans. "Our goal is to make the FAA the best-run agency in government and a model for good business practices consistent with the Clinton Administration's initiative to reinvent government," said Hinson.

Message *from page 1*

with the regulatory organizations that set safety standards. I wanted to determine what things we are good at, what areas we needed to improve, and what we could do more efficiently.

During this deliberate planning process, I talked to employees in all nine regions, as well as our customers—pilots, flight attendants, air traffic controllers, airline employees, aircraft manufacturers, airport executives, and representatives from every facet of U.S. aviation. I also talked to citizens who wanted reassurance that when they got on an airplane, they would be safe.

Safety is our number one priority, and this reorganization will enable us to work toward our goal of zero percent aviation-related fatalities. I also have another priority—keeping employees informed of any and all critical agency decisions.

In a November 29 telecon with both regional and Headquarters members of the Administrator's Management Team, I first revealed the agency's new organizational structure. The next day, each of them received a package of detailed information to share with their employ-

ees. I then outlined the reorganization to employees at 34 downlink sites in the agency's satellite broadcast network.

I also have a commitment to keep the American public informed of agency activities that affect air transportation. In keeping with that commitment, I and Linda Hall Daschle briefed the media, members of Congress, and aviation-related organizations. We explained how our new organization focuses our resources on aviation safety and the nation's airspace.

I am confident the new organization will provide us with increased efficiency, accountability, flexible management, and sound decision-making. In addition, it positions us well for a transition into an air traffic services corporation.

It is our intent to accomplish the reorganization with as little disruption as possible. But remember, this restructuring will not succeed without your help. After all, it was suggestions from you and fellow employees across the country that led to this reorganization.

David Hinson
David Hinson



U.S. Department
of Transportation
Federal Aviation
Administration

Headquarters Intercom

International Aviation

Hinson Talks About His Recent Trip to Asia



FAA Administrator David Hinson meets with his counterpart from China's General Administration of Civil Aviation. Assistant Administrator for Policy, Planning, and International Aviation Barry Valentine, left, was also part of the FAA delegation travelling to Asia.

More than 80 industry representatives, along with members of the trade press, recently gathered at Headquarters to hear about FAA Administrator David Hinson's trip to China and Japan this past November.

Hinson pointed out during the Regional International Briefing Session that this is the first time in eight years that an FAA administrator has been in Asia, saying "the trip was long overdue as personal relationships with counterparts are very important for aviation development worldwide."

Hinson emphasized that China represents an important market for the aviation industry. He stated that China is Boeing's third largest customer—behind the United States and Japan—with 225 aircraft delivered or on order. Additionally, he said, "it is predicted that the Chinese will purchase some 800 aircraft over the next 15 years, worth \$40 billion."

During the session—sponsored by the FAA's Office of International Aviation—Hinson announced the signing of four new agreements with China aimed at expanding the scope of FAA's aviation assistance. He explained that

turn to Asia on page 6

Performance Payouts

*PMS Awards on the
Way for FAAers*

FAA Administrator David Hinson recently authorized payment of the 1994 Performance Management System (PMS) awards at the rate of .43 percent of the recipients' base salary. The effective date for the payout was November 27, and eligible employees will see it in their December 20 paycheck.

turn to PMS Payouts on page 6

Highlights

DOT Connection. The DOT Connection Customer Service Center—which provides worklife, career, and employment services—is now open in the Plaza level of the DOT Headquarters building, room PL 402.

About a year ago, a DOT employee responded to the challenge to find ways to make government work better, cost less, and be more responsive to its customers. She suggested a "one-stop shopping center" to team people who were providing separate but related services in a single, accessible location. This concept is now a reality.

Operating with the motto "Connecting You to the Future," the Center combines the services of the DOT's Central Employment Information Office with the office of Diversity, Work and Family Resource Center, and the Career Resource Center. It is equipped with an extensive library, multimedia computer workstations, and other tools to provide quality services.

"The DOT Connection, from concept to reality, has been an excellent example of how people are transforming DOT," said Secretary Federico Peña.

The Center will serve DOT employees, as well as other federal workers and members of the general public. The new routing symbol is M-18.1.

Child Care Workers. The DOT's Office of Security recently issued interim policy concerning suitability checks on child care workers employed in DOT space.

The policy is to be incorporated in a revision of the DOT Personnel Security

turn to Highlights on page 2

Highlights *from page 1*

ity Handbook. Pending revision, however, the policy is effective immediately at the FAA.

The 1990 Crime Control Act authorizes criminal history background checks on child care employees either hired by, or under contract to, the federal government. These checks are to be based on a set of the employee's fingerprints and on other identifying information. In accordance with General Services Administration guidelines, the DOT Child Care handbook states that suitability checks must be conducted on all employees and must include criminal records and background checks.

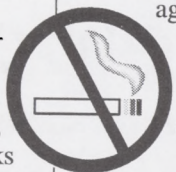
FAA servicing security elements have been conducting National Agency Check investigations on child care workers at the FAA since 1991, as it is the responsibility of each operating administration to assure that a complete and thorough background check is conducted on each employee.

Smoke-Free. Beginning January 1, Delta Airlines will become the first U.S. carrier to make all of its international flights smoke-free.

In their recent survey of 4,200 passengers, Delta discovered that passen-

gers favor a smoke-free environment almost four to one. The airline will still offer smoking seats on flights operated by other carriers under code-sharing agreements with Delta.

Delta and Delta Connection aircraft operate more than 5,000 flights each day to 305 cities in 32 countries.



Flights Stopped. Leisure Air, a Winston-Salem, NC-based airline, recently suspended all flights following a week-long special safety inspection by the FAA. The inspection focused on compliance with safety rules governing flight operations and aircraft maintenance.

Because Leisure Air failed to demonstrate to the FAA its ability to comply fully with airline safety standards, the airline was not permitted to resume flights until it satisfied the FAA's high safety standards.

Leisure Air holds FAA operating authority as both a scheduled and a charter operator.

After a one-week suspension, the FAA allowed the airline to resume passenger operations with a pared-down fleet. The agency emphasized that it will closely monitor Leisure Air to ensure full compliance with aviation safety regulations.

"Leisure Air made a number of essential changes and showed the FAA that it is now in compliance with management, maintenance, operations, and record-keeping regulations on four Airbus aircraft," said Associate Administrator for Regulation and Certification Tony Broderick. "Only then did we make the decision to allow them to resume passenger operations."

The carrier operated scheduled flights between Atlanta; Orlando; West Palm Beach; Los Angeles; Boston; and Hartford. The airline also operates charter service to the Caribbean, Mexico, and Hawaii. The carrier has eight aircraft in its fleet including five Airbus A320s, one Boeing 757, and two McDonnell-Douglas DC-10s.

Flexible Schedules. Members of the FAA's Senior Executive Service

are now permitted to take advantage of some of the new flexibility provided by alternative work schedules. They cannot, however, take additional regular days off (RDO's) beyond the standard weekend.

"RDO's on standard workdays would impede our ability to work together corporately and hamper our efforts to improve customer service," said FAA Administrator David Hinson in a recent memo to all SESers.

The new policy permits executives, with supervisory concurrence, to vary their daily arrival time, and length of the work day within an 80-hour bi-weekly basic work requirement. According to Hinson, it will allow executives to make a quick doctor's visit or take the car to the shop within the flexible schedule. It will also allow them to balance their long work hours with the occasional need for time for personal errands.

He stressed that this flexibility in no way diminishes the exercise of supervisory judgment in monitoring leave usage, granting leave, or approving the use of an alternative work schedule.

Visit to Israel. In keeping with the FAA's commitment to provide assistance to foreign countries, FAA Administrator David Hinson recently visited Israel and sat in on several transportation-related meetings.

Major issues raised included the Israel Aircraft Industry's work on the new Galaxy aircraft with the Russians, the use of the Global Positioning System for Israel, the \$800 million development plan for the Ben Gurion Airport, as well as the modernization of Israel's air traffic system.

Prior to Hinson's visit, the FAA was invited to lead an Aviation Subgroup—to develop an efficient airspace system between Jordan and Israel—as part of the Middle East peace process. As a result of the group's work, Israel requested assistance to redesign its airspace to accommodate growth in air traffic, and expressed interest in leasing both a multi-synchronous surveillance radar and an enhanced terminal voice system from the FAA.

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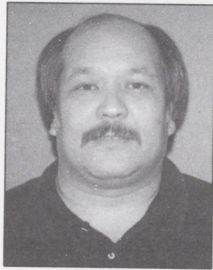
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Israel has also requested extensive assistance in both air traffic training and terminal procedures development training, and would like to begin implementing GPS enroute navigation between Jordan and Israel.

Oakland's New Leader. John Clancy is the new air traffic manager of the Oakland Air Route Traffic Control Center in Fremont, CA. Prior to his selection, he was acting assistant air traffic manager of the Los Angeles Center.



John Clancy

In his new position, Clancy will oversee the significant changes to Oakland Center as part of the FAA's ongoing 10 billion, 15-year program to upgrade the National Airspace System. During his 19 years with the FAA, Clancy has served in both the terminal and enroute option as an air traffic controller and supervisor, including two tours in the FAA's Western-Pacific regional office. He also worked at the Gillespie Tower in El Cajon, CA.

Born and raised in Tamuning, Guam, Clancy is bilingual and attended Embry-Riddle University. From 1970 to 1971, he served a tour in Vietnam as an air traffic controller.

Glowing Review. The FAA's Airmen and Aircraft Registry Building was recently touted as "bringing new meaning to the term good enough for government."

In the October issue of *Facilities Design and Management* journal, the 109,000 square-foot Oklahoma City facility was said to "mirror the dynamic nature of both federal government work and the high-tech aeronautical industry that the FAA represents."

The facility is designed to promote flexibility through things like its movable walls and systems furniture that can be moved easily to change office designs.

Of the nearly 40 buildings on the

Aeronautical Center grounds, the Registry building is the only colorful, windowless metal facility—the rest are concrete. The purpose of the Registry is to maintain records of all civil aircraft and to certify and register all civilian pilots.

The \$8.5 million building hopes to soon be home to the Optical Storage and Retrieval System which uses laser technology to store nearly 50,000 pages of text on a 12 inch disc. Once this system is in place, the facility will house almost 300 FAA employees.

Aaron Scores Big. Samuel Aaron is Seattle Flight Standards District Office's new manager, after an eight-month detail there as assistant manager.

Serving primarily in the Northwest Mountain Region during his 13-year FAA career, Aaron managed the region's Field Support Office and the Operations Branch in the Flight Standards Division. He served briefly in Salt Lake City's Flight Standards District Office, and in the General Aviation and Commercial Division of Flight Standards Service in Washington, DC. Aaron began his FAA career as a pilot in Rocky Mountain Region's Flight Standards Division. When Northwest and Rocky Mountain regions merged in late 1991, he moved to the Broomfield General Aviation District Office, in Denver, CO.



Samuel Aaron

Leadership Symposium. The Professional Women Controllers Organization recently held its first annual leadership symposium in Dallas, TX.

More than 80 participants attended the two and one-half day event that covered several different aspects of leadership and communication skills. Ruth Siress of the National Seminars Group kicked off the event with a discussion on the positive and nega-

tive uses of power, networking, and characteristics of a successful leader. Other sessions involved topics including writing knowledge, skills, and abilities statements, communication skills for aviation professionals, and the processes of air traffic career progression. Several other discussions during the event focused on life on "The Hill," the interaction between the FAA and Congress, the future of Flight Service Stations, and the status of contracting out Level I air traffic control towers. Nancy Kalinowski, Air Traffic Rules and Procedures Service, concluded the symposium with a seminar on "How the Government Really Works."

The next annual meeting will be held April 17 through 21, 1995, in Kansas City, MO.

Charge Cards. The Office of Accounting reminds FAAers that using the American Express charge card for official government business earns the user \$200,000 business travel accident insurance with 24-hour a day coverage, door-to-door. Employees can also receive baggage insurance of up to \$1,250 for carry on, and \$500 for checked baggage, in excess of carrier's coverage. They are also entitled to emergency card replacement within 24 hours.

The card is accepted at over 69,000 automated teller machines worldwide. Enrollment and Personal Identification Number insurance—on air carriers, car rentals, Amtrak, and hotels listed in the Federal Travel Directory—is available by dialing 800-CASH-NOW, with the American Express coordinator's authorization or approval.

To apply for the card or automated teller machine access, employees may contact their servicing American Express coordinator.



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Team Spirit

Systems Operations Honors its Employees in Second Annual Awards Ceremony

More than 100 FAAers from across the country were lauded for their team spirit by then-Executive Director for System Operations Monte Belger at AXO's third annual awards ceremony.

"The AXO National Awards honor the unique achievements of what I believe are the agency's finest teams. Even more importantly, they highlight the kind of exemplary cooperation the FAA must achieve as we meet the tremendous leadership challenges that America faces



today," said Belger.

Each region, the Aeronautical Center, and Washington Headquarters served as separate award sponsors; forwarding one winning team for each award category for final competition at the national level. Final selections were made by a panel of aviation experts, both from within the FAA, and the aviation industry.

The following teams won AXO Spirit Awards:

Operational System Enhancement

*Seattle Air Route Traffic Control Center Emergency
Access Radio System Team*
Nominating Organization:
Northwest Mountain Region

Vision of Tomorrow in Safety

*Situation Assessment Through Recreation
of Incidents Development Team*
Nominating Organization: Aeronautical Center

Administrative System Enhancement

Automated Training Records Work Group
Nominating Organization: Central Region

Vision of Tomorrow in Productivity

Dallas-Fort Worth Metroplex Program Team
Nominating Organization: Southwest Region



On behalf of the Housing Replacement Project Coordination Team, Alaskan Region's Craig Withee, right, accepts the Quality of Work Life award from then-Executive Director for System Operations Monte Belger.

Quality of Work Life

*AAL Housing Replacement Project
Coordination Team*
Nominating Organization: Alaska Region



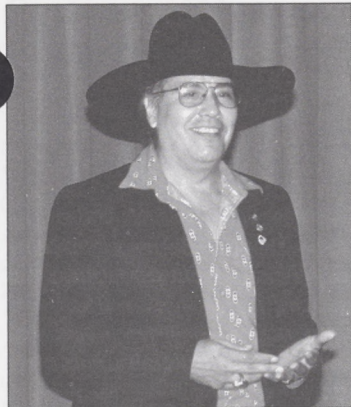
On behalf of the Remote Communications Site Selection Team, Southwest Region's Dao Pham accepts the Vision of Tomorrow in Capacity award from then-Executive Director for System Operations Monte Belger.

Vision of Tomorrow in Capacity

Remote Communications Site Selection Team
Nominating Organization: Southwest Region

Communications

Great Lakes Crisis Working Group
Nominating Organization: Great Lakes Region



Gregory Gomez, Department of Health and Human Services, speaks about his cultural background during a recent Native American Heritage Month event.

Nations Within a Nation

Celebrating Native American Heritage Month

According to Gregory Gomez, a Mescalero Apache, "in the sacred hoop of life, nobody is more than or less than anybody else—we are all equals."

Gomez, keynote speaker at a recent event marking November as Native American Heritage Month, spoke about the power of education,

land ownership, family kinships, and religion in the American Indian culture.

According to Gomez, sharing stories is also very impor-

tant in Native American culture. "No matter how watered down things get," said Gomez, "our spirits remember, and our dreams are kept alive."

The power of education, he said, comes from interacting and sharing knowledge as equals. "If each one of us knows a little something and doesn't share it, we will all remain ignorant."

He also spoke of the differences in the American Indian kinship system, saying that in his culture, the brothers and sisters of a child's grandparents are also called grandparents, and are very active in the child's upbringing.

"Each one of us has been given gifts," said Gomez, "and with them comes responsibility. We must learn to use them wisely."

FAA Deputy Administrator Linda Hall Daschle and Assistant Administrator for Public Affairs Sandra Allen were also on hand to help kick off the event.

Clearer Understanding

Civil Rights Defines Special Emphasis Programs and Employee Associations

"More often than not, the terms special emphasis programs, special emphasis groups, and special interest groups have been misunderstood and misused by both FAA management and employees," says Assistant Administrator for Civil Rights Leon Watkins. He pointed out that most people do not distinguish the organizations as to the legal authority or policy that enables an employee association or organization to be formed and recognized by the FAA.

To maintain consistency throughout the agency in the recognition and treatment of special emphasis programs and employee associations, the Office of Civil Rights offers the following guidance.

Special Emphasis Programs are authorized by legislative law and executive orders and administered through the Office of Civil Rights. They address affirmative action issues and barriers in hiring, promoting, developing, training, and retraining of minorities, women, and people with disabilities in the work force. At the FAA, they include the Federal Women's Program, Hispanic Employment Program, and the People with

Disabilities Program.

The FAA has a legal obligation and responsibility for administering these programs. Special emphasis program committees exist—under the general direction and supervision of agency Civil Rights offices—to conduct programs for training, educating, improving, promoting, and advancing minorities, women, and people with disabilities.

Employee associations are formally organized groups whose primary purpose is to contribute to DOT employee welfare and morale, and who may assist in fostering a climate of diversity and inclusion. They are not mandated by law, federal regulation, or executive order, and are usually dependent upon members paying dues or other financial assistance to sustain them. Responsibility of an employee association is made without regard to race, creed, color, sexual orientation, religion, national origin, age, marital status, political affiliations, disabling conditions, or membership in a labor organization. Employee associations recognized by either the DOT or FAA include, but are not limited to, the Professional Women Controllers,

Gay, Lesbian, or Other Bisexual Employees, National Hispanic Coalition of Federal Aviation Employees, National Coalition of Federal Aviation Employees with Disabilities, and the National Black Coalition of Federal Aviation Employees.

Use of appropriated funds for services or activities of employee associations is prohibited. However, operational funds may be used for travel and per diem if the employee is designated by management to represent the agency in his/her official capacity, such as a speaker for a session or a panel member for a workshop which is subject specific to the employee's job responsibility.

A **labor organization** is a group of employees who have organized for the purpose of dealing with the agency concerning conditions of employment and grievances. The FAA has a legal obligation to negotiate these matters with labor organizations who have been elected by employees to represent them. An employee association is *not* a labor organization.

Employees may contact their Civil Rights office with any questions.

Asia *from page 1*

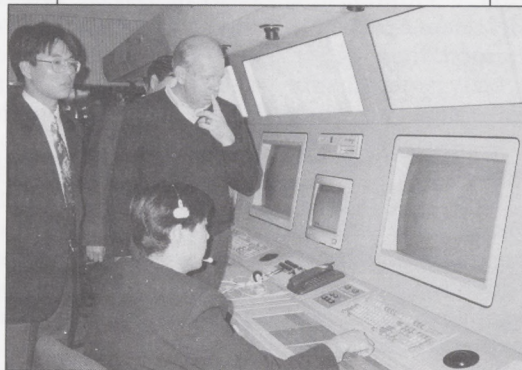
the first step is a four person FAA/NTSB team that will provide accident investigation training for the Chinese.

Discussions with China's General Administration of Civil Aviation centered around regulation and certification and civil/military coordination of air traffic control. The aviation heads also talked about airport modernization, implementation of GPS, systems operations, security, and financing aviation systems.

In Japan, Hinson and the Japanese Civil Aviation Bureau director general signed an agreement stating that the two countries will hold annual meetings to discuss areas of mutual interest, such as air traffic control, aviation regulation and certification, general aviation, research and development, airport development, security, and other areas that affect international aviation safety and the development of aviation industries.

Hinson said the FAA considers Japan one of its most important partners in Asia as it represents an important hub for air traffic in the region. He said the

FAA is encouraging Japan to implement an interim air traffic system—equivalent to the FANS 1 system—to handle the increased air traffic projected between them and the United States.



FAA Administrator David Hinson tours the Beijing air traffic control facility.

Hinson talked about the expansion of the Japanese airport system to better accommodate U.S. air carriers, as well as to permit increased entry of general aviation aircraft. Another key issue discussed was the use and compatibility of the Japanese MTSAT system with GPS.

In addition to Hinson, the FAA delegation traveling to Asia included Barry Valentine, Policy, Planning and International Aviation; Bill Jeffers, Air

Traffic; Cynthia Rich, Airports; Ron Morgan, System Engineering and Development; Tom Accardi, Flight Standards; and Beth Keck, international services specialist for Asia.

Hinson also talked about what the agency is doing to further aviation in other parts of the world, stating that the FAA currently has 384 agreements with 97 countries to help support aviation safety.

Over the past several months, the administrator met aviation leaders from Israel, Australia, Denmark, Germany, Indonesia, Russia, South Africa, Spain, all of Central and Eastern Europe and the United Kingdom. Hinson noted that in each country, the FAA has "significant cooperative efforts or technical assistance activities."

Hinson said that most of the agency's international activities are reimbursed by the countries with whom the agency is working. "We conduct as many of our programs as possible on a regional basis and we are encouraging regional cooperation worldwide as a way of sharing expertise and reducing the costs of providing a sufficient level of aviation support," said Hinson.

PMS Payouts *from page 1*

In a recent memo to all employees, Hinson said that in examining the options available to the FAA for the use of its allocation for performance awards, "a driving principle has been to achieve the most fair and equitable distribution possible for all employees whose performance warrants recognition."

Hinson also noted that the agency's senior management team, recognizing that budget constraints have resulted in reductions in the PMS performance award payouts, have recommended that the Senior Executive Service bonus pool be cut in half from last year's level.

DOT's Office of the Secretary has determined that incentive awards are not included in the statutory ceiling imposed by Congress for departmental performance awards. While organizations may fund incentive awards from within their current program resources, no additional resources will be provided.

"I want to be able to acknowledge excellence in our

work force, recognize outstanding contributions to fulfilling our mission, and make particular note of those whose efforts move us forward in streamlining and reengineering the agency," said Hinson. "While performance and incentive awards have been a traditional means of saluting excellence and accomplishments, the changing budget environment challenges us to think in new and innovative ways to recognize performance."

In asking for a complete review of the agency's performance management system, Hinson also suggested looking for different approaches to monetary award programs, possibly making more use of group and team awards.

The PMS payout for the performance cycle ending March 31, 1995 will also be paid at the .43 percent rate in the summer of next year, and will include those employees who were formerly part of the Performance Management and Recognition System.

Cutting Steps

FAA 'Reinvents' Controlled Correspondence Process

It used to be that nearly 20 steps were required to process a piece of executive correspondence through FAA's Executive Secretariat. But now, thanks to the efforts of the Reinventing Controlled Correspondence Team—a group tasked by Deputy Administrator Linda Hall Daschle to review agency correspondence procedures—the process has been streamlined, increasing the on-time response rate from 26 to 90 percent.

Controlled correspondence can include any letter addressed to the Administrator or deputy administrator, all congressionals, and any action to the FAA from the White House or the Office of the Secretary.

The "reinvention" effort was led by an oversight group consisting of the associate or assistant administrators (or their deputies) from agency organizations that receive the most correspondence—Human Resource Management, Air Traffic, Regulation and Certification, and Airports. The offices of Government and Industry Affairs, Information Technology, and Chief Counsel were also included in the effort. Ten FAAers were chosen to participate on the actual reinventing team.

The team—co-chaired by Denise Howe and Colleen Cleary, both of the Executive Secretariat—was chartered to establish the baseline of correspondence procedures used throughout the FAA; collect data on the best practices

used in government and industry to prepare timely and complete responses to a high volume of correspondence; and recommend to the oversight group improvements that could be made to the FAA's process.

After several months of research, the team made recommendations indicating that by "re-engineering our processes, delegating authority and responsibility for the substance and tone of responses, and dedicating needed resources to the task, we can increase the timeliness and improve the quality of our performance."

Short-term recommendations included establishing a correspondence focal point or management unit in each organization dedicated to processing correspondence; re-engineering current processes to reflect best practices found in industry and government; allowing simultaneous coordination procedures to increase timeliness; and utilizing existing information or "off-the-shelf" automation packages to improve the tracking and handling of correspondence. A long-term goal was to establish an FAA-wide automated correspondence management system addressing agency needs for electronic handling of documents, system accessibility by all correspondence focal points, and application of automated correspondence preparation tools and cc:Mail.

The Executive Secretariat analysts and the new correspondence focal points are:

Linda Gray, x73530

Air Traffic -

Mary Lenick, x34002
Doretha Hall, x77403
Denise Bethea, x78314
Linda Perrelli, x77493
Pat Hall, x79787
Glenda McCall, x79757

Airway Facilities -

Government and Industry Affairs -

Keisha Dyson, x73277

Corporation Assessment Study Team-

Tonie Williams, x78917

System Capacity and Requirements -

Stella Blount, x77378

System Operations -

Carol Owensby, x77111

Belinda Dyson, x73509

Budget and Accounting - Bell Mickle, x73721

Civil Rights - Mary Mesa, x73258

Human Resource Management-

Susan Reyes, x78888

Information Technology- Angie Williams, x77203

Public Affairs- Barbara Downs, x73883

Paula Thomas, x73513

Advanced Automation - Theresa Ponchock, 376-6542

Civil Aviation Security - Kay Payne, x73970

NAS Development - Jennifer Sullivan, x73200

Policy, Planning, and International Aviation-

Edith Egypt, x79105

System Engineering and Development-

Jan Peters, 287-8543

Contracting and Quality Assurance-

Peggy Carter, x78515

Research and Acquisitions-

Jan Barrett, x77223

Sabrina Bush, x73511

Chief Counsel- Pat Walenga, x75269

Airports - Tim Booth, x78796

Aviation Safety - Marcia Berritt, x73611

Acquisition and Safety Oversight -

Dorethea Boston, x79206

Milton Harley, x73531

Regulation and Certification -

Denise Miller, x77250

Flight Standards - Pat Jennison, x77349

Aircraft Certification - Kathy Ball, x78235

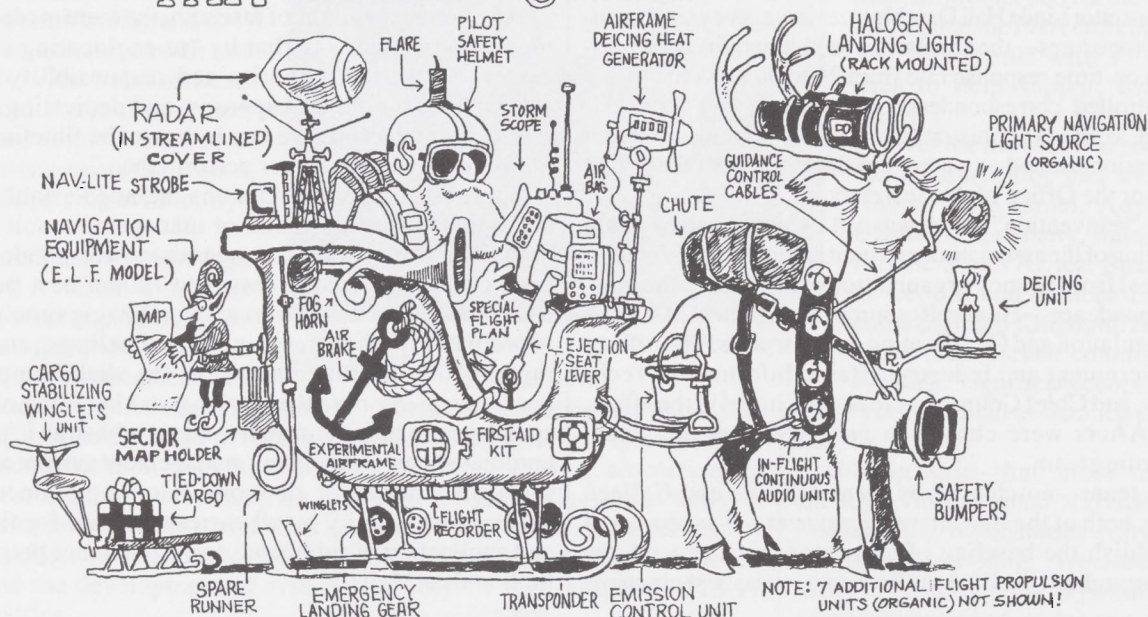
Rulemaking - Charlene Brown, x79677

Aviation Standards - Norma Hussey, x73133

Happy Holidays

from the Intercom Staff

THE FAA APPROVED SANTA:



Ups and Downs

Coping with the Holiday Blues

The holiday season is normally a time of cheer and joy. For many Americans, however, it can be a time of emotional depression. Feelings of isolation and being out of step with others often emerge.

The Headquarters Employee Assistance Program (EAP) advises FAAers that much of the stress and depression around the holidays results from a fear of being alone, and an overwhelming sense of obligation and responsibility. According to the EAP, there are five common holiday situations which can lead to emotional stress and strain:

➤ **Family Gathering.** People who have not spent time together during the year are often expected to behave lovingly toward one another, and past conflicts and tensions are ignored.

➤ **Silent Couple.** Spouses in an unsatisfactory relationship are expected to display warmth and affection toward each other in front of others during the holiday season. Often, though, tension, anxiety, and anger may surface unexpectedly.

➤ **Grief and Loss.** During the holiday season, grief over someone who was loved and lost is intensified.

➤ **Loneliness.** People who are far from home and family often feel lonely during the holiday season.

➤ **Financial Pinch.** People are more likely to make impulsive purchases during the holiday season. Come January, they may regret their excessiveness and chastise themselves for overextending their budget.

The EAP offers some tips to help ward off those "holiday blues."

- Stick to your normal routine.
- Avoid excess and emotional confrontations.
- Don't expect perfection from yourself or others.
- Postpone major life decisions.
- Make a budget and stick to it.
- Visit friends if you are lonely.
- Pay extra attention to good health habits.
- Give yourself a gift.
- Give no-cost gifts of time and tasks.
- Ask others to help.
- Remember that the holiday season does end.

During the holiday season, and throughout the year, the Headquarters EAP provides confidential help for FAA employees and their families.

For on-site services contact Kim Brams or Cary Cook, 267-3945. For off-site and 24-hour services call 1-800-234-1EAP.



U.S. Department of Transportation
Federal Aviation Administration

Happy New Year



Headquarters Intercom



Top That!

The newly constructed Chicago O'Hare Air Traffic Control Tower was topped off recently with the installation of the advanced digital radar antenna and radome system—known as ASDE-3. The system represents the latest in airport surface detection equipment and is a tool used by controllers to monitor the movement of aircraft and service vehicles on the ground. It can penetrate rain, snow, fog, and darkness to show air traffic controllers a picture of all aircraft and vehicle traffic on ramps, taxiways, and runways. The tower itself is scheduled to open in 1996. The 1,015 square-foot steel-framed, glass-enclosed tower cab is the largest the FAA has ever constructed. The tower's three-story, 50,000 square-foot base building will include space for administrative, technical, and environmental support functions. Independent mechanical, electrical, fire protection, and backup electrical systems will be provided. The structure will be integrated with existing underground utility tunnels, overhead pedestrian walkways, and a double-deck walkway that loops past the terminal buildings.

Highlights

Information Center. The Human Resource Information Center is now open on the first floor of the FAA Headquarters building in room 109.

Employees can pick-up DOT and FAA vacancy announcements, aviation career brochures, training course catalogs, and literature on childcare and eldercare. Information is also available on the Thrift Savings Plan, Retirement Plans, Federal Employee Group Life Insurance, Employee Assistance Program, and Aviation Education. The Center also has information on wellness, and balancing work and family life. Computer-based instruction will soon be available as well.

To contact the center, employees may call 267-8008, or 493-4033.

Rewarding Success. The FAA will reduce its random drug testing rate to 25 percent as of January 1, in accordance with a final rule issued recently by DOT Secretary Federico Peña. The rule lowers the minimum random drug testing rate from 50 to 25 percent where the random positive rate for an entire industry, like aviation, is less than one percent for two calendar years. The rules currently require annual random drug testing of a number equal to 50 percent of the employees in safety-sensitive positions, such as airline pilots and mechanics.

Also beginning January 1, nearly eight million transportation employees in safety-sensitive positions in DOT-regulated industries will be subject to alcohol testing rules as well. The final rules require that all testing

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Examining Evidence

FAA Prohibits ATR Operation During Icing Conditions

After reviewing evidence from intensive testing, FAA Administrator David Hinson issued an airworthiness directive prohibiting ATR-42 and ATR-72 aircraft from flying when icing conditions are forecast or present. The directive resulted from an accelerated effort to review ATR certification following the October 31 accident at Roselawn, IN, and is another step in a long list of FAA actions.

"The FAA has been working day and night to develop any information about this accident," Hinson said. "When we have the data, we take all

necessary safety action. The information that we have now accumulated calls for immediate and direct action."

The new evidence provides for the first time a specific mechanism by which icing could cause severe control problems. Although the exact cause of the accident is still undetermined by the NTSB, icing is indicated as a likely element.

The information comes from tests conducted by the manufacturer at the request of accident investigators from the French and U.S. governments.

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Highlights from page 1

for alcohol be conducted on evidential breath testing devices approved by the National Highway Traffic Safety Administration.

The DOT decided not to authorize blood testing for alcohol in post-accident and reasonable suspicion situations, when evidential breath testing devices are not available.

Crew Training. Taking a major step toward one level of safety for all air carriers, the FAA recently proposed that commuter airlines with ten or more seats comply with standards set for training crewmembers of large aircraft. The notice of proposed rulemaking also added a requirement for crew resource management training.

Following through on a commitment made earlier this year, the FAA proposed the rule changes to make requirements for commuters as comprehensive as those for large air carriers. The rule contains a crew resource management requirement which aims at better crew communication and coordination. It also encourages all carriers to use sophisticated aircraft simulators in their training.

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New Deputy. Louise Maillett was recently named deputy assistant administrator for Policy, Planning, and International Aviation by FAA Administrator David Hinson.

Maillett was previously director of the Office of Environment and Energy, which is responsible for setting FAA-wide policy on environmental issues and agency employee safety matters. Paul Dykeman will be acting director for that office until a permanent replacement is named.



Louise Maillett

Maillett also served as assistant chief counsel for the FAA's Office of the Chief Counsel, International Affairs and Legal Policy Staff, and as attorney-advisor in that office for several years. Prior to joining the FAA, Maillett served as a foreign service officer with the Department of State.

She holds a B.A. from Assumption College, and a J.D. from the University of Maine. She is a member of the Maine and District of Columbia Bar Associations.

Maillett's new position is a post previously held by Dale McDaniel. McDaniel was recently named acting associate administrator for Administration, which is a new position under the agency's reorganization plan.

Outreach Program. FAA Administrator David Hinson recently awarded a \$1.5 million grant to the University of Illinois to establish an FAA Center of Excellence for airport pavement research.

This is the second grant awarded under a program initiated by Congress in 1992 to enhance the FAA's access to resources and research facilities available at colleges, universities, and nonprofit institutions.

Together with airport operators and industry, the FAA spends nearly \$2 billion annually for airport construc-

tion. Plans for the introduction of new, larger, and heavier aircraft weighing in excess of one million pounds have required reexamination of the current pavement design methodologies.

The University of Illinois at Champaign-Urbana will assist the FAA in the pursuit of developing advanced design methodologies that will be validated through full-scale testing.

Friendly Advice. The FAA recently issued a temporary flight restriction advising pilots to avoid flights over the Pasadena, CA, Rose Parade route, the Rose Bowl, and other crowded areas from 12:01 a.m. until 6 p.m. on January 2.

The restriction—which was issued in the interest of public safety—does not include aircraft essential to parade and Rose Bowl activities such as law enforcement, public safety, and media flights.

The FAA also advised operators of hang gliders, ultralights, balloons, and banner towing or advertising aircraft to remain outside the restricted area.

Pilots in the vicinity were urged to be especially alert for other aircraft and take extra precautions before performing any flight maneuvers.

The FAA's air traffic coordination facility is Hawthorne Automated Flight Service Station.

Governor's Award. The FAA's Northwest Mountain Region was recently honored by the Washington State Governor's Committee on Disability Issues and Employment for their achievements in the employment of people with disabilities.

The region earned the title "Large Public Employer of the Year for 1994" for their efforts to improve the representation of persons with disabilities in the work force, and make reasonable accommodations to eliminate unnecessary obstacles to the employ-

ment of persons with disabilities. The region has also undertaken activities to raise public awareness about the abilities of people with disabilities.

Pittsburgh Hearing. Last September's fatal crash of USAir Flight 427 in Aliquippa, PA, will be the subject of a January 23 public hearing in Pittsburgh.

The purpose of the hearing—held by the National Transportation Safety Board—is to build as complete a factual record as possible to help determine probable cause of the accident and keep the public informed about the investigation.

Issues to be examined at the hearing include: wake vortex encounters and possible effects on performance and stability of Flight 427; aircraft performance studies of various systems and structural failures and malfunctions that could lead to in-flight upsets and loss of control of Flight 427; service difficulty programs and continuing airworthiness standards and practices of airframe manufacturers, aircraft component manufacturers, and airlines; flightcrew training for recovery from in-flight upsets and unusual attitudes; oversight of USAir flight operations, maintenance, and safety by the airline's management and the FAA; and standards for enhanced recording of airline flight operations by expanded flight data recorder parameters and cockpit video cameras.

Ground Broken. The FAA and the San Diego Unified Port District recently broke ground for a new air traffic control tower at San Diego Lindbergh Airport.

The new tower is 104 feet high to the cab floor, and will include a 5,800 square-foot administration and equipment building. It will feature state-of-the-art communications, remote radar imaging, and traffic management equipment.

The new tower will replace the existing 27-year-old facility. It is expected to prepare the San Diego air traffic control system for the antici-

pated growth of aviation expected by the turn of the century.

Center Dedicated. The DOT's Multipurpose Briefing Room was recently renamed the Robert S. Marx Media Center to honor Marx's memory.

Marx, a 27-year veteran of the Department, died after contracting a rare disorder of the central nervous system, shortly before he was to retire. His most recent position with the DOT was as Director of Public Information.

In a proclamation dedicating the Center, DOT Secretary Federico Peña said, "Back when I was first appointed to office—and we were still wet behind the ears—Bob Marx was the one I counted on to guide me, just as Sam Skinner, Andy Card, Elizabeth Dole and other Secretaries counted on Bob. In a real sense, Bob was the DOT. No employee gave more to the Department than Bob Marx. He was our institutional memory, our public face, our bridge builder to the media and the public."

Human Factors. The FAA's Office of Aviation Medicine recently sponsored the ninth in a series of workshops on Aircraft Maintenance Human Factors in Albuquerque, NM.

Federal Air Surgeon Dr. Jon Jordan kicked off the meeting, which was attended by more than 100 people from around the world.



Jon Jordan

The topic was the Human Factors Guide for Aviation and Inspection—a handbook of human factors information for airline

maintenance managers—developed by the Office of Aviation Medicine. It deals with human factors fundamentals, workplace safety, work and facility design, automation, shift scheduling, and training.

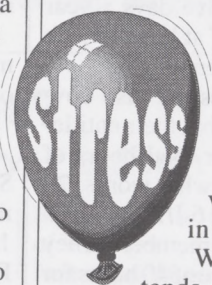
For more information, contact Bill Shepherd, 366-6915.

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

This means one copy 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, or the distribution representative for your office or service to update your organization's distribution.



Breathe Easy

EAP Offers Guidance on Relieving Stress

The Headquarters Employee Assistance Program advises FAAers that slow, even breathing can be a first step in reducing stress.

When stress becomes a problem, says the EAP, breathing tends to become shallow, and an imbalance occurs between oxygen and carbon dioxide in the body. Breathing evenly—not necessarily with deep breaths—can help restore the oxygen-carbon dioxide balance.

Focusing thoughts on inhaling and exhaling—even while walking down the hall, sitting at a desk, or driving—can help eliminate the symptoms of stress. According to the EAP, just a minute or two each day can help.

For more information or for confidential assistance, contact the EAP on-site, x73945, or off-site, 1-800-234-1EAP.

Diversity Commitment

Rivera Named Deputy Assistant Administrator for Civil Rights

In a move that underscores the FAA's continued commitment to diversity goals, Fanny Rivera has been named to a new post as deputy assistant administrator for Civil Rights, where she will direct the agency's diversity program.

"Promotion of diversity is a top priority at the FAA," said FAA Administrator David Hinson. "The appointment of Fanny to this new position clearly shows the agency's strong commitment to maintaining and promoting a diverse work force."

Prior to this assignment, Rivera served as deputy assistant administrator for Information Technology. She began her federal service career in 1973 with the Office of Personnel Management in New York. Eleven years later, she joined the FAA's Eastern

Region Human Resource Management Division, and later headed up that region's Civil Rights office.



Fanny Rivera

Upon graduating from the agency's senior executive service candidate development program, Rivera was named deputy regional administrator for the Western-Pacific Region. She also acted as regional administrator for that region, prior to accepting the Office of Information Technology position in Headquarters.

Throughout her career, Rivera has been recognized with numerous awards for outstanding agency contributions, including the FAA Administrator's Award for Excellence in Equal Employment Opportunity.

Rivera holds a master's degree in mathematics from the University of Miami.

New Policy

Sick Leave Can Be Used to Care for Family Members

Employees can now use up to 13 days of their sick leave to care for, or plan or attend funerals for, family members according to a new Office of Personnel Management (OPM) regulation.

The new rules permit employees to use their sick leave to care for family members who have conditions for which the employee would qualify for sick leave if personally afflicted. This includes physical or mental illness, medical, dental or optical examination or treatment, injury, pregnancy, or childbirth.

The law defines family members as spouses and their parents, children, parents, siblings and their spouses, and anyone related by blood or affinity whose relationship to the employee is the equivalent of a family relationship.

Full-time employees are entitled to use five days of sick leave, but not more

than 13, each year to care for, or to plan or attend funerals for, family members. Those who use over five days a year must keep a balance of at least 10 sick days for their own potential use.

Part-time employees are also covered by the new rules, but their entitlement is based on their total hours of work—an employee who works 20 hours a week could use 6 1/2 days each year to care for family members. They must maintain a balance of 40 hours for their own potential use.

In a separate move, OPM's new policy also allows people who return to government service after a separation of more than three years to have previously earned sick leave recredited to them.

Employees may contact their servicing personnel office for more information.

People

A Note of Thanks. Richard Stark, area supervisor, Cleveland Automated Flight Service Station, would like to thank those FAAers who made donations to cover medical costs for his wife who needed a bone marrow transplant.

Although Claire Stark died on October 5, she wanted to express the following thought to those who came to her aid: "When someone believes in you, anything is possible. Sometimes it takes another person to help us appreciate what we have and to show us that nothing is impossible if we believe in ourselves. Thank you for believing in me."

Toastmasters Awards. The FAA Speechmasters, the agency's chapter of Toastmasters International, recently presented awards for humorous speeches and speech evaluation.

The most humorous speech award was presented to Valerie Kulhanek, Office of the Assistant Administrator for Policy, Planning and International Aviation, for a speech about a pilot checkride. Beth Pasquale, of Flight Standards, won the speech evaluation contest.

Toastmasters is an international organization which provides its members with a means of learning and improving communication skills.

For more information on Toastmasters contact Kulhanek, 267-3318, or Vanessa Thomas, 267-8809.

Leave Donations. Mary Ann Swinimer, budget analyst in the Administrative Support Branch, ASU-11, is an eligible recipient for the FAA's leave donor program.

Swinimer recently underwent neck surgery, for which the recovery time is 10-12 weeks. She is now recuperating at home and has exhausted all of her leave.

Anyone wishing to donate annual leave should contact Paulette Randolph, AHR-100, x73897, or Pat Jenkins, ASU-10, x34202.

All Suited Up

FAA's Bloodborne Pathogens Awareness Training Nears Completion

The FAA's nationwide aviation safety inspector work force is wrapping up the new bloodborne pathogens awareness training program which focuses on protecting inspectors from potential biological hazards while conducting accident investigations.

Bloodborne pathogens are microorganisms that may be present in human blood and can cause disease if contracted. Examples include, but are not limited to, Hepatitis B and the Human Immunodeficiency (HIV) virus.

In addition to restricting access to accident sites, inspectors are being trained on occupational safety and health regulations and the medical aspects of bloodborne pathogens, including how they are transmitted. They will also learn how to avoid personal exposure if direct contact with contaminated parts is necessary, and procedures to use if an individual is exposed.

Occupational Safety and Health Administration regulations require employees with accident investigation responsibilities understand the risks associated with the investigations, and use proper procedures and protective gear. At the FAA this includes Flight Standards inspectors, accident investigators from the Office of Accident Investigation, and personnel who assist the investigators and those that have a need to be on the scene—including employees from the engi-

neering, medical, airports, and security areas.

The FAA's training includes how to use and properly remove personal protective equipment. A full suit of this equipment includes a disposable jump suit with hood, boots, goggles, and latex and leather gloves. Investigators are trained to determine when and how much of this equipment is needed based on the condition of the biohazard area and the environment at the accident scene.

It is estimated that over one million Americans are infected with HIV, and another million are infected with Hepatitis B. "Every accident scene has the potential to have human blood and other bodily fluids present," said Frank Del Gandio of FAA's Office of Accident Investigation. "All accident scenes that have bodily fluids present are therefore treated with the assumption that the victims were infected with a disease. This is known as 'universal precaution.'"

The FAA's training was developed by an inter-agency team that included representatives from Flight Standards, Accident Investigation, Aviation Medicine, Professional Airways Systems Specialists, Transportation Safety Institute, and the National Transportation Safety Board. The first session was conducted at the Denver Flight Standards District Office in August.



FAAer Vicki Anderson, investigator-in-charge, gets suited up to enter the biohazard area at the scene of the USAir crash in Pittsburgh, PA.

Going Somewhere?

1995 American Travel Survey to Begin Soon

The Census Bureau, an agency of the U.S. Department of Commerce, is conducting the American Travel Survey for the DOT to obtain information about trips taken by people who live in the U.S.

Approximately 93,000 households nationwide will be randomly selected to participate. The purpose of the survey is to gather demographic characteristics of the selected households, and information about their trips of 75 miles or more during 1995. Trip characteris-

tics include the origin and destination of the trip, mode of transportation, information about the travel party, reasons for the trip, type of lodging, and number of nights spent at each stop.

Sample households will receive a prenotice letter followed by a survey package and a telephone call in early January. The survey package will include explanatory information about the survey, a travel map of the U.S., and a travel-diary calendar to help respondents keep track of their trips.

The telephone call—from a Census Bureau field representative—will describe the importance of the survey, encourage participation, explain what respondents need to do, and answer any questions.

The data collected will be used by the federal government to review transportation policies and analyze future transportation needs. It contains information collected in the National Travel Survey from 1957 through 1977.

Quality Statement

Fostering an Improved Environment at the FAA

FAA Administrator David Hinson is "committed to creating an environment where we, and our customers, become winners through providing the best service available with the highest level of job satisfaction."

In a recent memo to members of the Administrator's Management Team, Hinson said he plans to include quality-related items at management board meetings to increase the efficiency and effectiveness of agency quality efforts. In an attached Quality Statement, Hinson said he "strongly supports agency quality activities which foster such initiatives as continuous improvement of work processes, empowerment of employees, partnering of labor and management, and reengineering."

As part of agency reorganization efforts, Hinson placed the overall responsibility for "quality" with George Donohue, associate administrator for Research and Acquisitions.

'I look forward to working with employees and agency leaders during this exciting period of change.'

David Hinson
FAA Administrator

According to Hinson, "continuous, systematic improvements will ensure that the FAA continues to provide the finest aviation service in the world."

Hinson said the FAA's reputation as an international leader in aviation services "is built upon a high level of employee commitment and dedication. We continually enhance this reputation by eliminating barriers, improving communication, providing additional opportunities for training, and constantly encouraging all personnel to seek ways to improve."



The FAAers at Grand Forks Automated Flight Service Station in North Dakota recently received both the agency's Quality Improvement Award, and the

DOT Secretary's Award for Quality, in recognition of the positive results they achieved through their efforts to improve internal processes, empower employees, partner with union employees, and refocus services to meet customer needs and expectations.



Angelic Act

Employees of the Office of Air Traffic Systems Development and the Voice Switching and Control System Program Office recently participated in the Salvation Army's Little Angel program to support needy children during the holidays. The group sponsored 10 children—ranging in ages from three months to 12 years—and wrapped clothing and toys for each one. The gifts were later picked up by the Salvation Army for distribution during the holiday season.

Helping Hands

EAP Touts the Benefits of Psychotherapy

The Headquarters Employee Assistance Program encourages FAAers to take advantage of counseling to help them deal with difficult problems and improve their quality of life.

According to the EAP, even healthy, well-functioning individuals have set-backs that can be resolved more easily and quickly through the therapeutic process. The therapist acts as a guide to help clarify the issues and explore options for resolution.

Even though most of the time people cope adequately with daily conflicts, says the EAP, having someone else to talk to can make the process less of a struggle and less lonely.

For more information or for confidential assistance, contact the EAP on-site, x73945, or off-site, 1-800-234-1EAP.

Evidence *from page 1*

The French-U.S. certification review team was convened by the FAA and France to analyze the airplane's performance during icing conditions.

The airworthiness directive tightens a previous FAA order issued November 16 that prohibited the operation of the ATR autopilot during icing conditions and moderate or greater turbulence.

Last month the FAA issued new ATR aircraft operating procedures to minimize exposure to potentially adverse weather conditions. Additionally, agency officials met in Washington, DC, with about 50 aviation experts and airline operating officials from several countries including France, Italy, and the U.S., to stress the importance of compliance with FAA's November 4 advisory and discuss the operation of the ATR in icing conditions.

The FAA had already implemented several NTSB recommendations before they were issued. The agency

assembled a special ATR certification review team of engineers, test pilots, and specialists in aircraft performance. The certification team is in France, the country which produces and certified the ATR 72, and is analyzing the airplane's performance during icing conditions.

The FAA sent four aviation safety experts to work with three French officials to complete the review within 8-10 weeks. Working in concert with aviation regulators from France, the teams also have initiated small-scale model testing of the aircraft in simulated icing conditions. The tests are being conducted in a wind tunnel in Toulouse, France.

Other steps taken by the FAA include the issuance of:

➔ A notice to all air traffic controllers to provide expedited services to all ATR pilots who request route, altitude, or airspeed deviations to avoid icing conditions. Priority in landing is also given to these aircraft to minimize airborne holding.

➔ A telegraphic airworthiness di-

rective that prohibits the use of the autopilot in icing conditions or in moderate or greater turbulence and procedures to be used in the event of unusual trim situations. Compliance was required within 48 hours.

➔ A revised Flight Standards bulletin outlining operating procedures in icing conditions for aircraft. The bulletin advises pilots that during icing conditions, the use of the autopilot is prohibited and special procedures must be followed for flap configuration, airspeed, propeller speed, and aircraft maneuvering.

The agency also stepped up its inspection surveillance of airlines, pilots, and dispatchers who use ATR aircraft and air traffic controllers who handle ATR aircraft. The examination includes check rides by FAA inspectors on ATR aircraft to ensure compliance with procedures, airworthiness directives and safety bulletins issued since the crash.

The FAA will take necessary action when safety data demonstrate a need to do so regarding any aircraft.

Move Over!

Daschle Offers Guidance on FAA's Housing of Support Contractors

Due to increasing concern about the crowded conditions in the Headquarters building, FAA Deputy Administrator Linda Hall Daschle reminded organizations that only contractors who provide direct computer operations support will be housed in agency space.

In a recent memo to all members of the Administrator's Management Team, Daschle said she "had been made aware that we are deviating from this policy, including housing contractor support personnel whose contracts provide for administrative overhead for housing outside of FAA space."

Daschle stressed that contracts requiring housing of contractor personnel in FAA space should not be established without first receiving an approved exception. Daschle asked all Headquarters organizations to review their current contracts and seek exceptions within two weeks of her November 21 memo from the Space Management Board, through Archie Archilla, head of Airway Facilities. She said that direct computer support is defined as support to local area networks, and does not include the development of new programs and software, performing budget and regional project functions, designing new systems, designing new equipment requirements, sys-

tems testing, and similar operations that should "more appropriately be performed off-site."

Contractor personnel housed in FAA space in violation of these guidelines must vacate the space by January 1. "Exceptions to this policy should be rare, and must be approved by the Space Management Board," said Daschle.

The deputy administrator pointed out that contract language regarding housing contractors in FAA space should be reviewed and modified, as appropriate, in existing contracts.

"The activity is to have a zero-budget impact. Any costs required to move contractors and/or to revise their overheads to accommodate this increased cost will need to be absorbed by reducing services in the contract or by provision of other funds already in your program budgets," said Daschle.

She also reminded members of the Administrator's Management Team that all space resulting from contractor departure is under the jurisdiction of the Facilities Management Staff, AAF-50, to properly redelegate and assign.

Questions regarding this policy should be referred to Rosa Flores, Headquarters Facilities Management Staff manager, x78855.

Flightplan

Open Systems. The Software Engineering Specialty Group is sponsoring a forum on "Open Systems" on *Thursday, January 12*, from 9 a.m. until 12 noon, in the Headquarters auditorium.

Discussion will center on what an open system is, and how it is used with commercial off-the-shelf software and non-developmental items. It will be moderated by a four-member panel with

representatives from the Defense System Management College, Learning Tree International, National Institute of Standards and Technology, and Innovative Communications Engineering, Inc.

To register, call Shirley Ginwright, 287-8658.

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-94/18/P-3

Legal Officer

PC-94/19/P-2

Precis-Writer

PC-94/20/P-4

Technical Officer,

Air Traffic Management

PC-94/02/DIR

Director, Legal Bureau D

Nairobi

PC-94/21/P-4

Technical Officer, Communication

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

Applications are due in Administrative Systems and Overseas Support, API-19, by *Thursday, January 5*, for vacancy number PC-94/02/DIR, and by *Friday, February 3*, for the remaining vacancy numbers.

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

GLOBE Gatherings. The DOT Gay, Lesbian, or Bisexual Employees (GLOBE) group will hold its first National Executive Board meeting on *Saturday and Sunday, January 7 and 8*.

For more information or to attend, contact Scott Sorensen, chairperson, (714) 752-0525, Sheila Skojec, vice chairperson, (202) 376-6475, Harold LeBlanc, treasurer, (202) 606-4525, or Jim Garrett, Great Lakes regional director, (312) 243-6817.

Aviation Lecture. FAA Administrator David Hinson will speak on "Changing Course: the Future Direction of Air Transportation," *Thursday, January 26, 7:30 p.m.*, at the National Air and Space Museum's Langley Theater.

Topics addressed in the lecture will include advances in technology, safety, and decreased airport capacity.

The lecture is free of charge and open to the general public.

Fore!

Office of Budget Hosts Putting Contest for Combined Federal Campaign

The FAA's Office of Budget recently sponsored the agency's first annual putting contest to raise money for the Combined Federal Campaign.

The five hole course was located in conference room 9ABC, and FAA Administrator David Hinson kicked off the contest with the first putt. Sixteen other participants representing 10 agency organizations also putted in the contest.

The event raised \$310 for the CFC, with \$295 of the total going to the

charity of the first place winner's choice, and \$95 to a charity chosen by the second place winner.

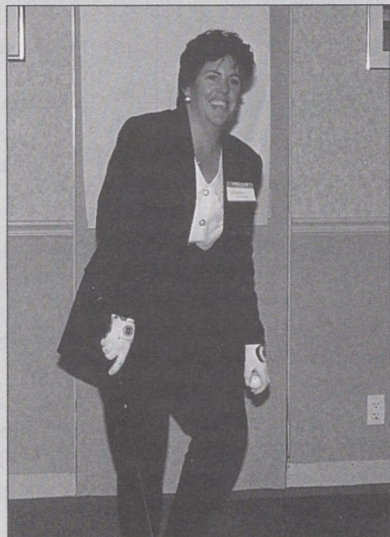
The best putters in the first annual event were:

First Place: *Denise Donahue, Office of the Chief Counsel*

Second Place: *David Hinson, FAA Administrator*

Third Place Tie: *Carroll Sturm, NAS Transition and Implementation Service*

Ardy Williams, Air Traffic Plans and Requirements Service



Office of the Chief Counsel's Denise Donahue sinks the winning putt.



FAA Administrator David Hinson makes the first putt.