



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

# Headquarters Intercom



## China Connection

*Expanding the scope of aviation assistance to China, the FAA recently signed four agreements with the Chinese government. In a recent Headquarters ceremony, Minister Chen Guangyi of the General Administration of Civil Aviation of China and FAA Administrator David Hinson, signed agreements for cooperation in the area of Flight Standards operations and maintenance, aviation security, implementation of GPS in China, and a record of discussion of the two-day consultations held in Washington, DC. The visit follows Hinson's trip to China last month where he vowed to "maintain personal relationships with international counterparts to promote aviation development worldwide."*

## Restructuring DOT

### *New Plan Proposes Consolidation of the Ten Modes*

Accelerating a streamlining effort that began two years ago, DOT Secretary Federico Peña announced a major departmental restructuring that will cut the bureaucracy in half, while maintaining federal infrastructure investment commitments near current levels.

The overall objectives of the proposed plan are to cut the total work force by nearly 50 percent from 1992 levels, reduce from ten to three the number of individual agencies, and reorganize 30 funding programs into three.

The proposal will be fleshed out in the next few weeks in anticipation of President Clinton's 1996 budget submissions to Congress.

"The American people want a less intrusive, leaner, and more efficient government," said Peña. "We are empowered to recraft the DOT and shape our nation's transportation system for the next century. What we don't have is the option of continuing business as usual. The question is not should we change, or when should

*turn to Restructuring on page 4*

## Highlights

**Settling Charges.** The American Telephone and Telegraph Co. recently agreed to pay the government \$13.9 million to settle allegations that it failed to provide accurate and complete pricing information in negotiating a \$23 million plus interest FAA lease for unique electronic switches. These switches serve as a vital link in the FAA's air traffic control system.

The government alleged that AT&T knowingly failed to provide government negotiators with the so-called net book value of the switches while negotiating the lease price. The net book value was the depreciated value of the equipment on AT&T's books in 1987 and 1988 when the lease was negotiated. These allegations were substantiated in an investigation by DOT's Office of Inspector General and the Defense Criminal Investigative Service.

**Flights Stopped.** Kiwi International Airlines, Inc., a Newark, NJ-based air carrier, recently suspended all flights following a special safety investigation by the FAA. During routine surveillance, FAA inspectors uncovered problems with Kiwi's pilot training records. Following a more in-depth inspection, the agency determined that Kiwi's records were insufficient to establish compliance with FAA regulations.

"While we recognize that this action will inconvenience some passengers, the safety of the traveling public is paramount," said Associate Administrator for Regulation and Certification Tony Broderick.

*turn to Highlights on page 2*

## Highlights *from page 1*

Kiwi was back in limited operation on December 19. The FAA checked out 17 flight crews—51 out of 200 people—and allowed them to fly. The FAA will continue to review flight crews on a case-by-case basis.

Kiwi holds FAA operating authority as a Part 121, commercial air carrier operator. The carrier has operated flights between Atlanta, Chicago, Newark, Orlando, San Juan, Tampa, and West Palm Beach. The airline has 11 Boeing 727 aircraft in its fleet.

**Additional Comments.** To allow the public ample time to review two proposals to reroute departing Newark Airport aircraft, the FAA reopened the public comment period and scheduled additional hearings on the plans.

The additional 60-day comment period on the FAA's supplemental to the draft environmental impact statement on the Expanded East Coast Plan began December 12 and ends February 9. Public hearings will be held in New Jersey on January 18 and 19.

At the hearings, both oral and written public comment will be taken on the "Solberg Mitigation Proposal," which would change the routes of

some aircraft currently flying over Union County, NJ, and the New Jersey Citizens Against Aircraft Noise proposal to reroute departing Newark traffic over the ocean.

**FSDO Manager.** Ron Myres is the new manager of the San Antonio Flight Standards District Office.

The former manager of the General Aviation Regulatory Branch at FAA Headquarters, Myres holds an airline transport pilot certificate, and is type rated in a number of airplanes and helicopters.

Before joining the FAA in 1974 as a controller at Amarillo, TX, he was a flight instructor and flew helicopters in Vietnam, receiving the Distinguished Flying Cross for the tour.

Myres came to Washington as a specialist in the Project Development Branch, and served on the flight standardization board for the Falcon 900. He was FAA's National Airshow Coordinator, and served in the 101st Congressional LEGIS Program with Congressman Pete Geren, of Forth Worth, TX.



Ron Myres

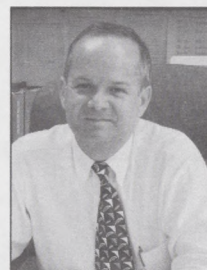
Myres' broad air traffic career includes several tours as air traffic controller. While serving in the New Orleans Terminal Radar Approach Control Facility, he made a move to the Flight Standards Service and had two tours as aviation safety inspector. He also was executive director of the General Aviation Radar Approach Control Facility Subcommittee, and served on the board of advisors at the University of the District of Columbia Aviation Department.

**Top Notch.** Southwest Region's Guillermo Salazar was recently named Flight Surgeon of the Year by Federal Air Surgeon Jon Jordan.

Salazar was recognized for opening a medical field office in Albu-

querque, NM—the first at an air route traffic control center in the Southwest Region since 1986. He was also

honored for maintaining an excellent working relationship with the National Transportation Safety Board, and for initiating actions to improve case management.

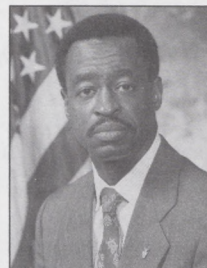


Guillermo Salazar

The region's Aviation Medical Division manages program areas including airmen certification and medical examiner, aircraft accident investigation, and occupational health awareness. According to Salazar, these programs "directly impact the safety of aviation in the Southwest Region. However, our staff is always willing to answer health-related questions that don't necessarily have to do with aviation safety—such as personal health. We also address issues that are of importance to employees such as cholesterol testing, health fairs, and flu shots."

Salazar served as Deputy Flight Surgeon in the Southern Region before moving to the Southwest Region in 1992.

**New Manager.** Frank Tuck is the FAA's new program manager for Business and Financial Management in the Air Traffic Systems Development Office. He currently serves as director of the Technology and Industrial Support Directorate at McClellan Air Force Base, CA.



Frank Tuck

In his new position, Tuck will oversee the development, implementation and administration of major systems acquisition policy, procedures, and standards, in the areas of integrated

### Headquarters Intercom

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Manager

Employee Communications Branch

**Briar S. Haggett**  
Editor

**Mario Toscano**  
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**Michael A. Malden**  
Art Director

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program control, acquisition management, and overall resource management operations. He is the focal point for translating major system acquisition activities into viable cost, budget, and financial information.

He began his civil service career in 1972 as a systems acquisition management officer at Wright-Patterson Air Force Base, OH. Throughout his career, he managed and directed a variety of Air Force acquisition programs, engine support equipment projects, common/standard avionics programs, electronic warfare systems, and major aircraft programs.

Tuck holds a Master's degree in Business Administration from the University of Rochester, NY. He joined the Senior Executive Service in March 1990.

**No Intercom.** The Headquarters *Intercom* will not be published next week due to holiday leave schedules. The next issue will be dated January 17.

The deadline for items for that issue is no later than 2 p.m., Tuesday, January 3.

Bring them to Briar S. Haggett, room 909B, or call 267-3441.

## New Initiative

### *FAA Approves Primary Use for the GPS*

Continuing its effort to speed up the use of satellite technology in aviation, the FAA recently announced approval of the Global Positioning System (GPS) as a primary means of navigation for over-the-ocean and remote aircraft operations, with certain restrictions.

"The use of GPS as the primary means of navigation greatly benefits the aviation community, including increased navigational accuracy compared to previous systems, and lower equipment and maintenance costs," said FAA Administrator David Hinson. "This is another important step in our trek toward improved aviation safety and efficiency in the 21st century."

Hinson predicted that the initiative—which is six months ahead of schedule and vital to the expansion of GPS—will be quickly embraced by the aviation community.

The FAA is preparing guidance to evaluate the installation of GPS navigation equipment as a primary means of navigation in oceanic and remote operations which are out of reach of

ground-based radar. Agency guidance will also include a thorough review of an applicant's airworthiness approval, navigation procedures, training, maintenance, and other operational issues related to GPS.

The FAA's Satellite Operational Implementation Team and members of the aviation community developed the minimum performance standards and operational restrictions after coordination with representatives of the GPS receiver manufacturing industry.

Last February, Hinson announced initial operating capability for civil use of GPS. In June, the FAA issued a request for proposal for industry to build a Wide Area Augmentation System to provide a network of ground stations and communication systems that enhance the integrity, accuracy, and availability of GPS signals.

In October, a joint government-industry program demonstrated that GPS can meet civil aviation's most stringent accuracy requirements for navigation, approach, and precision landing.

## Separation Incentives

### *FAA Offers 480 Additional Buyouts to Employees in Select Positions*

The FAA has announced an opportunity for 480 employees in eligible positions to retire or resign and receive voluntary separation incentive payments. The limited buyout is aimed at assisting FAA management in meeting its reorganization and consolidation plans.

Each agency organization has a limit based on the reduction targets in their budget. Air Traffic is offering 250 buyouts in *targeted* positions. The remaining buyouts will be distributed throughout other agency organizations, both in Headquarters, and in the regions. Application and separation dates vary with each organization. By now, most

employees should have received eligibility information—either by cc:Mail, or letter dated December 20. Employees not in receipt of this information should contact their servicing Human Resource Management Division.

Buyout coverage determinations will be based on the applicant's official position of record as of December 1, 1994. The guiding principle of the coverage strategy is to target positions in a way which will best support the Administration's National Performance Review objectives of reducing the size of government, administrative overhead, and supervisory and high-graded positions.

Buyouts will be offered in con-

junction with the FAA-wide voluntary early retirement authority, which began on March 14, 1994. The early retirement authority, which was originally scheduled to end March 31, 1995, has now been extended until September 30, 1995.

Employees can obtain written estimates of their retirement annuity by calling 800-888-4412 from any touch-tone phone. Also, retirement specialists can assist in computing the amount of an employee's voluntary separation incentive payment or retirement annuity, and offer additional information, counseling, and forms.

## Restructuring DOT from page 1

we change, but how should we change.”

Two consolidation options are being considered. One would unify the Department into two modes: transportation investment and safety. It would keep the Coast Guard a separate agency under the DOT. Another option would consolidate the Department into three operating components: surface, maritime, and aviation. Both scenarios include a corporatized air traffic control system. The final structure will be proposed after consultation with Congress, the public, and DOT employees.

“As we wait for the Secretary’s plan to clear the legislative process, the FAA will continue to operate as it does today,” said FAA Administrator David Hinson. “Safety is our primary duty, and it is crucial that we continue to maintain the safest aviation system in the world.”

Under the plan, downsizing efforts will continue. Peña pointed out, how-

ever, that over 40,000 positions will be moved off the government roles with the corporatization of the air traffic control system.

“We have long felt that this reform would strengthen the air traffic control system, allow it to operate in a more business-like manner, and be more responsive to the industry’s ever-changing technological advances,” said Peña.

The new proposal also calls for streamlining the way the Department does business. It now operates more than 30 grant, loan, and subsidy programs—each with separate eligibility requirements, procedures, and regulations. These will be converted into a few broad programs.

Federal funds will be allocated directly to states and localities, so that they—not the federal government—can decide how to invest in transportation infrastructure. A State Infrastructure Bank will be created, funded by federal seed money, to encourage

private capital investment. Federal discretionary funds will be provided that will invest in projects of regional or national significance.

Hinson reminded employees that the proposal is in its initial stages, and vowed to provide employees with continued updates as it takes shape. “It is my intent to accomplish any restructuring with as little disruption as possible, and with no interruptions to our services.”

“I know that the scope of this change may at first appear unnerving, but it should also be viewed as challenging and exciting,” said Peña. “I ask for your help in rising to this challenge. Your service has created the safest and most extensive transportation system in the world and I am proud of your accomplishments. Our efforts in the next few months will build on that great legacy. I believe that our new DOT will give its employees an abundance of job satisfaction and professional fulfillment.”

## DOT Talk

### *Peña Opens the Lines of Communication*

In the first of a series of town hall meetings, DOT Secretary Federico Peña assured employees from all modal administrations that “we do not anticipate using reductions-in-force to accomplish our restructuring goals.”

Peña said that all proposals to reinvent the Department are currently being evaluated with senior DOT officials and that “these discussions will soon broaden into a dialogue with Department employees as we seek ways to make our agency even more efficient and productive.”

“Throughout the process,” Peña noted, “I welcome your ideas and encourage you to communicate with your co-workers and supervisors to help us both shape our future.”

Peña stressed that he is looking for comments, suggestions, and concerns from both employees and customers on how best to shape the future of the DOT. A toll-free hotline (800-215-0993) and a local fax number (202-366-9693) have been established to record feedback on the Department’s restructuring efforts. “We want more ideas from all of our employees and customers on how best to achieve our goals,” said Peña.

In keeping with this commitment, DOT plans to publish a newsletter—*DOT Talk*—twice a week for employees. The publication will address many of the common concerns raised by employee feedback regarding restructuring efforts. “Inviting everyone’s ideas and input,” said Peña, “is the only way to make this work.”

## People

**Leave Donations.** Clara White, Headquarters health clinic nurse, and Lisa Gallahan, a secretary in the Flight Standards National Field Office, are eligible recipients for the FAA’s leave donor program.

White suffered a back fracture with nerve damage which has incapacitated her for an unknown amount of time. Gallahan has exhausted all of her leave due to complications with her pregnancy, and also needs recovery time from two surgeries.

Anyone wishing to donate annual leave to White should contact Betty Martin, AAM-201, x73382, or Louise Dille, AAM-1, x73535. Those wishing to donate annual leave to Gallahan should contact Paulette Randolph, AHR-100, x73897.



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January 10

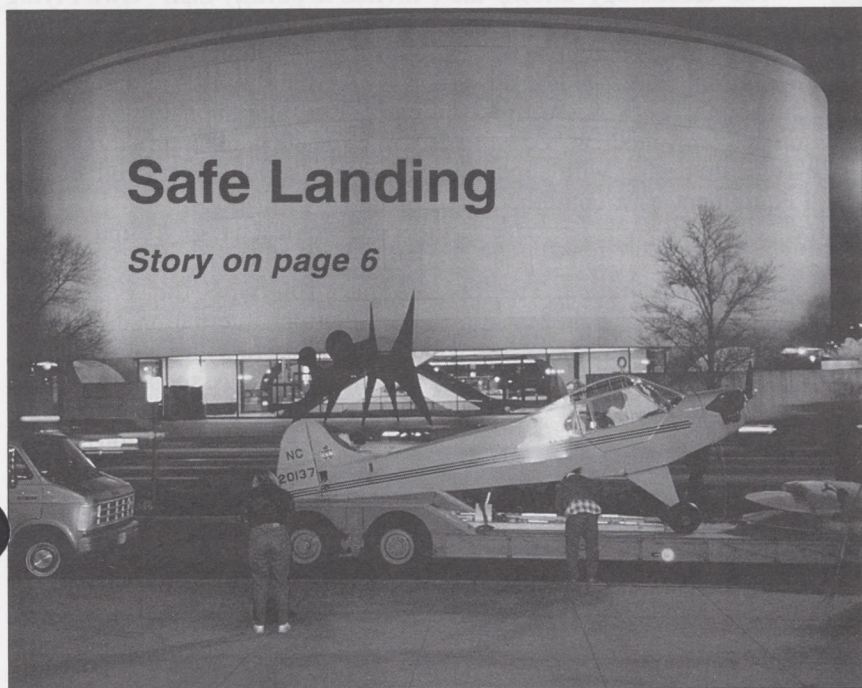
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U.S. Department  
of Transportation  
**Federal Aviation  
Administration**

# Headquarters Intercom



Ed Leckey

## Safety Initiative

### *Peña Announces Plan to Improve Airline Safety*

In the wake of the December 13 American Eagle Flight 3379 crash in Morrisville, NC, DOT Secretary Federico Peña announced a three-point initiative to reinforce the government's commitment to the highest level of aviation safety.

"Safety is—and always will be—the fundamental thread running through everything we do in aviation," said Peña. "Public confidence depends on our making continuous gains in passenger safety."

Part one of the initiative involves the FAA's undertaking a comprehensive review to ensure that all travelers enjoy the highest level of safety whether they fly on small commuter

planes or jumbo jets. The agency has 100 days to complete the rulemaking process already underway to bring commuter safety regulations up to the standard of large airliners. The FAA is also finalizing new rules on crew pairing to ensure that there is always enough experience in the cockpit, and is also revising training and duty time requirements.

The second part of the plan has already been set in motion. On January 9 and 10, Peña and FAA Administrator David Hinson met with airline chief executives, safety chiefs, pilots, and manufacturers, to discuss public concerns about safety and learn

*turn to Initiative on page 3*

## Highlights

**Diversity Commitment.** In a recent message to employees, DOT Secretary Federico Peña underscored his commitment to a diverse workforce "which will meet America's growing transportation needs."

Peña said "valuing and managing diversity is a major business issue for the Department, as we approach the momentous changes that will take us into the 21st century. We all want DOT's programs, products, and services to be the best in the business. We can do this to the extent we create a collaborative environment which encourages all employees to give the Department their full commitment and creativity."

Peña charged each manager within the Department to empower all employees with the opportunities, tools, and support needed to develop their own diverse talents to their fullest potential.

He urged all employees to "make diversity one of the engines that drives us toward a successful transformation."

**New Director.** Carl Schellenberg, currently Western-Pacific's Regional Administrator, was recently named to head the Office of System Capacity by Associate Administrator for Air Traffic Services Monte Belger.

In his new position, Schellenberg will work closely with the industry and within the FAA to structure an FAA capacity agenda for the future.

Schellenberg joined the FAA in 1969 as a general attorney at Headquarters in both the General Law Di-

*turn to Highlights on page 2*

## Highlights from page 1

vision and Enforcement Division of the Office of the General Counsel. Other positions held throughout his career include assistant chief counsel, and regional counsel for the Great Lakes Region. In 1989, he was named Western-Pacific's deputy regional administrator, later becoming that region's administrator in 1990.

He holds a B.A. from Occidental College, Los Angeles, CA, and a J.D. from the University of Arizona College of Law.

**No Dummy.** U.S. aerospace human factor technology was recently integrated into an operation room simulator at the Basel University Hospital in Switzerland. It was used on a computer-controlled mannequin, named Wilhelm Tell, to alter and simulate a patient's reactions while undergoing an operation.

The simulator technology—developed by the FAA, National Aeronautics and Space Administration, and



Carl Schellenberg

the University of Texas at Austin—was used to help develop human factor and team performance needs in other environments, such as the training of surgical, quality assurance, and risk management teams, as well as teams working under critical stressful situations.

The technology allows the systematic observation and analysis of the reactions of the operation team—made up of surgeons, anesthesiologists, nurses, and medical technologists—when working with sophisticated equipment as a combined resource.

**Program Performance.** The Requirements and Life Cycle Management Directorate recently sponsored a workshop in Washington, DC, on the Airway Facilities Cost and Performance Measurement System.

The group is currently developing a cost and performance measurement capability for Airway Facilities to categorize and track all costs associated with producing Airway Facility services, accurately measure program performance, and create an infrastructure for continuous performance improvement. This effort is part of the 1993 Government Performance and Results Act, mandating that each agency prepare and submit a report on program performance for the previous fiscal year to the President and Congress, no later than March 31, 2000. Airway Facilities was selected as a pilot organization to begin compliance with the Act.

Over 70 attendees from Headquarters, regional offices, and the Logistics Center participated in panel dis-

cussions on the 1993 Act, current measurement efforts underway in the FAA, expectations from users of cost and performance information, and information management issues which confront Airway Facilities.

**Talent Search.** Young artists between the ages of five and 16 are invited to portray their "Own Flying Machine" for the 1995 International Aviation Art Contest.

The artists will compete in three categories, and the national winners will compete in the international category for gold, silver, and bronze medals.

The contest is sponsored by the National Aeronautic Association, in cooperation with the Federation Aeronautique Internationale of Paris, France, in partnership with the FAA and the National Association of State Aviation Officials.

More information is available from the FAA's Aviation Education Division, or the National Aeronautic Association, 1815 N. Ft. Myer Drive, Suite 700, Arlington, VA. 22209, (703)527-0226

**DOT Talk.** DOT Secretary Federico Peña is looking for suggestions, comments, and concerns from both employees and customers on how to best shape the future of the Department.

A toll-free phone line—1-800-215-0993—and fax number—(202) 366-9693—have been set up to record feedback on the Department's restructuring efforts.

Telephone lines will be staffed between 10 a.m. and 6 p.m. every workday. Employees can also call and leave a message, or send a fax, 24 hours a day, seven days a week.

**Misspelled Name.** In the December 20 issue of the Headquarters *Intercom*, the name of one of Air Traffic's new correspondence focal points was spelled incorrectly. The correct spelling is Dorothea Hall.



Tom Pope, Requirements and Life Cycle Management Directorate, at the recent workshop in Washington, DC.

## Headquarters Intercom

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## Safety Initiative *from page 1*

What the industry can do to address these concerns.

"This safety conference is a 'gut-check' for the industry," said Hinson. "We're taking a hard look at ourselves and asking the most important question: 'What can we be doing to enhance aviation safety?' Our aim is to assure the public that the aviation industry is doing all it can for safety. We are most anxious to roll up our sleeves and take on this challenge."

The next issue of Headquarters *Intercom* will report on the two-day conference.

Part three of the plan includes a surveillance of all airline safety programs and safety oversight procedures to assure that the carriers are aggressively addressing all issues of air safety.

Peña noted that the DOT has taken

a series of strong actions over the past two years to enhance air safety. The FAA is hiring 300 new safety inspectors and support personnel, and is establishing a new safety office which reports directly to Hinson. The agency recently barred flights by ATR-42 and 72 aircraft when icing conditions are present or forecast. The FAA is also insisting that it retain safety oversight even if the air traffic system is restructured into a government corporation.

Hinson said that the FAA conducts some 400,000 safety inspections each year to ensure compliance with federal aviation regulations. "The FAA will continue to hold air carriers to the highest level of safety and will not hesitate to exercise its authority to safeguard the traveling public."

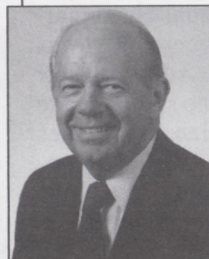
## Changing Course

### *Hinson Speaks at Air and Space on the Future of Air Transportation*

FAA Administrator David Hinson will give a multi-media presentation on "Changing Course: the Future Direction of Air Transportation," on *Thursday, January 26*, at 7:30 p.m., in the National Air and Space Museum's Langley Theater. The event is part of the museum's General Electric Aviation Lecture series.

Topics addressed will include the Global Positioning System, advances in technology, and the future of aviation. Hinson will be available to answer questions following the presentation.

The event is free of charge and open to the general public. All FAAers are invited to attend.



FAA Administrator  
David Hinson

## Security Milestone

### *FAA Certifies First Explosive Detection System*

The FAA has taken a major step in improving airport security with its recent certification of the first explosive detection system for checked baggage—a machine that uses medical CAT scan technology.

"This is an important milestone for the FAA which has led a vigorous program to develop and certify explosives detection systems," said FAA Administrator David Hinson. "It was no easy challenge. Finding explosives is as difficult as finding a needle in a haystack."

The machine, which uses a "computed tomography" x-ray system, is called the CTX-5000 and was developed jointly by the FAA and InVision Technologies, Foster City, CA.

Certification of the CTX-5000 followed nine years of research and development during which the FAA invested \$90 million in ex-

plosives detection and nearly \$8.6 million in this specific technology.

There have been major technical challenges in developing a system which can automatically screen bags for small amounts of explosives, with a high probability of detection, and a low false alarm rate.

The FAA's next step will be to conduct at least two operational trials of the CTX-5000, beginning this year. The purpose is to solve the operational challenges involved in integrating an explosives detection system into a baggage system and to validate the estimated costs of wide scale deployment.

After that, the FAA will decide where, and when, explosives detection systems should be deployed first for international flights and then for domestic flights.

## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30, 1995, to accommodate the increased demand for early-out and buyout retirement estimates.

As of November 30, 1994, the system had provided 17,652 estimates for 8,440 FAA employees. Fifty-five percent of those employees requested dates in 1994 and 1995, and 45 percent requested dates between 1996 and 2030.

The Office of Labor Relations encourages all employees, including managers and supervisors, to use the telephone retirement system—1-800-888-4412—for retirement planning purposes.

# Helping Hands

## FAAers Honored with Employee Participation Group Awards

Several Headquarters FAAers were recently honored with awards and praise for their efforts and contributions to the agency's employee participation groups (EPGs).

The sixth annual Headquarters EPG awards ceremony was hosted by FAA Administrator David Hinson who said, "we are here to recognize employees who are involved and are committed to handling high visibility issues that directly affect this agency."

The Headquarters EPG is made up of representatives from many organizations who work

with management to find solutions to problems that arise in the agency's business practices and within the workspaces in the Headquarters building.

Hinson extended his personal grati-

tude to all award recipients for their good work, and to the EPGs for their involvement in making the FAA a better organization. Throughout the years, the Headquarters EPG has awarded more than \$4,000 in scholarships to FAA employees. The group recently supported the U.S. Marine Corps Toys for Tots campaign drive.

"Changes which are the result of the free exchange of ideas by participation groups and consensus-building, are ones which will make a real and permanent difference," said Hinson.

Those honored were:



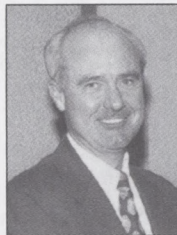
**Headquarters EPG  
Member Award 1994**  
Barbara Sieger

*Office of Human Resource Management*

### 1993 Awards



**Headquarters EPG  
Member Award**  
Bob Cripe  
*Office of Government &  
Industry Affairs*



**Headquarters EPG Manager**  
Charles Hall  
*Office of Air Traffic System  
Management*



**Headquarters EPG  
of the Year**  
Loni Czekalski  
for  
*NAS Development EPG*



**EPG Member Achievement**  
Patricia Otey  
*Office of Rulemaking*

### 1994 Awards



**Headquarters EPG  
Manager**  
Manuel Vega  
*Office of Rulemaking*



**Headquarters EPG  
of the Year**  
Herb McClure  
for  
*Human Resource  
Management EPG*



**EPG Member Achievement**  
Gerri Robinson  
*Office of Rulemaking*



**EPG Member Achievement**  
Mary Summers & Katrina Thomas  
*Office of Aviation Policy, Plans, and  
Management Analysis*



## Combining Talents

### Daschle Challenges Executives to Reengineer Airports Grants

FAA Deputy Administrator Linda Hall Daschle recently challenged Associate Administrator for Airports Cynthia Rich and Office of Information Technology Director Theron Gray, to combine the talents of their organizations to find a way to make the Airports Planning and Grants process work better. The effort was in keeping with the National Performance Review principle of creating a government that works better and costs less.

Rich and Gray established a reengineering work group to examine the entire airports planning and grants process, and redesign the process by identifying existing problems, nonvalue-added activities, and any improvement opportunities. The group—which includes airport sponsors, industry, associations, and FAAers from district offices, regions, and Headquarters—is using business process reengineering techniques to

accomplish this task.

These techniques include developing a work process around outcomes, not tasks, with a focus on the customer, and using benchmarking of “industry best practices” to develop new perspectives and processes, and to assess the costs and benefits of an organization’s functional processes. The group is also looking to establish “process ownership,” which involves responsibility, accountability, and authority for work processes, and to put decision points where the work is performed while building control into the process. They hope to standardize similar processes and move toward agency-wide data definitions.

Using this “clean sheet of paper” exercise, the group will examine the entire airports planning and grants process to achieve radical and rapid redesign where it will improve performance and customer satisfaction. This rede-

sign will enable the FAA to better plan for the future national infrastructure of airports, provide value-added services to customers, enable customers to develop high-quality improvement plans that reflect national needs, and reduce the cycle time and cost for issuing a grant.

Team member Lorna Sandridge, of FAA’s Central Region, said “the way we do business must change the focus from project management to program management to better utilize all resources. We must de-emphasize the traditional airport engineering and planning roles and emphasize a new multidisciplinary role as an intermediary.”

The new role calls for a customer service coordinator who will help organize the activities of the airport sponsor, consultant/engineer, and the local and state governments into a multi-year airport development program that contributes to objectives at all levels of government. An airport field coordinator will take into account the engineering, economic, environmental, financial, and political feasibility of airport development programs and shape them into a national airport system plan.

The group will report its recommendations, along with an implementation plan, next month.

## Toys for Tots

### EPG Heads Annual Campaign

The Headquarters Employee Participation Group, in cooperation with the Military District of Washington, Marine Corps Reserve, recently collected over 300 toys for the 47th annual Toys for Tots campaign. FAA

Administrator David Hinson, and Headquarters EPG Chair Bob Cripe, were on hand to drop the agency’s first toys in the box. Deputy Administrator Linda Hall Daschle spoke at a rally supporting the event, saying that “the toys would help bring joy to the holidays for many less fortunate children in our area.” FAAer Mary McCourt, shown in photo, spearheaded this year’s effort. The program was founded by the U.S. Marine Corps Reserve in 1947 to provide needy children with a new toy on Christmas. In 1947, the program received over 5,000 toys—the 1994 goal was 200,000.



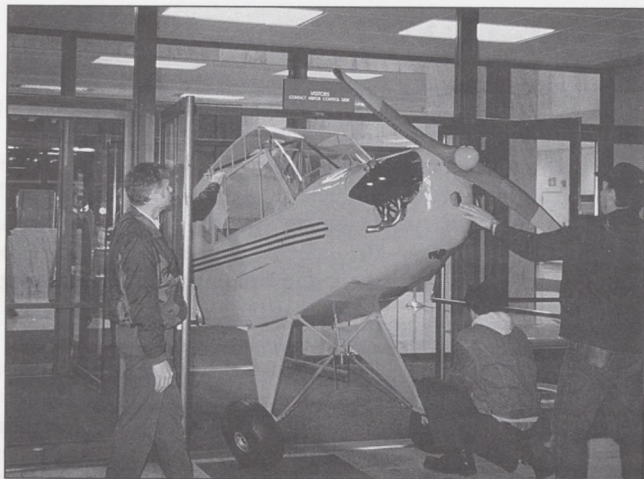
## Flightplan

**Ground School.** The FAA Flying Club will conduct private pilot ground school on *Tuesdays and Thursdays* beginning *January 17*.

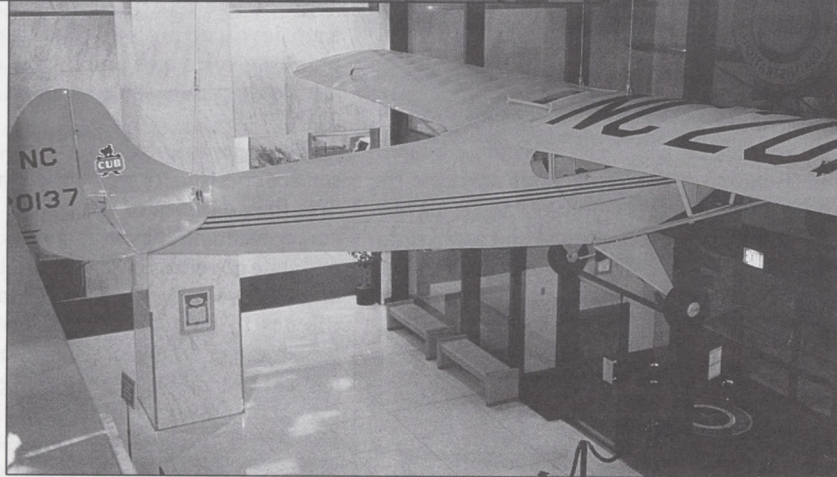
Classes will be held from 6 to 9 p.m. in the FAA Headquarters building, conference room 5ABC.

Topics covered will include flight theory, engines, air traffic control procedures, communications, weather, federal aviation regulations, and other pertinent subjects.

For more information contact Patti Johnson, (703) 602-4869, or Brian James, (703) 739-3870.



Photos by Ed Leckey



Upper Left: Workers guide the Piper into the Headquarters building.

Above: Workers prepare the plane for hanging.

Left: The Piper J2 Cub as it hangs from the ceiling of the Headquarters building.

## Safe Landing

### *Piper J2 Cub Finds a Home at the FAA*

A pilotless Piper J2 Cub aircraft recently made a safe landing in the lobby of the FAA Headquarters building, thanks to the efforts of the Smithsonian's National Air and Space Museum, Airway Facilities staff, and the Office of the Administrator. The aircraft was brought in as part of an overall plan to create a more "aviation like" atmosphere in the FAA Headquarters lobby.

On loan from the Smithsonian, the aircraft was brought into the building one evening from a flatbed truck parked on Independence

Ave., and hung by members of the Air and Space museum's restoration staff. The plane arrived with its wings detached in order to fit in the front door.

The J2 aircraft was first introduced in 1936, with a price tag of \$1,470. There were 1,207 J2's built between its introduction and 1937.

The plane proved to be an ideal trainer and personal aircraft—easy to fly and maintain. During World War II, the Piper J2 Cub and others like it, proved their worth for reconnaissance, directing artillery fire, and a host of other tasks. The Piper J2 Cub

that hangs in the lobby was built on November 2, 1937. Inside is a Continental A-40 engine, with a nine-gallon fuel capacity. The original engine, however, was a Franklin 37 HP. There were 19,888 J3 aircraft—the successor to the J2—built between 1938 and 1947. This includes all military and other variations built during that time.

Dorothy Cochrane, the Museum's aviation curator, coordinated the loan of the Cub to the FAA, and Bill Reese, chief of restoration at the Museum, was in charge of hanging it.

## Healthbeat

**Blood Screenings.** Occupational Health Services, Inc., will provide blood chemistry screenings on Wednesday and Thursday, January 18 and 19, from 8 until 11 a.m., in the Headquarters clinic. The program is sponsored by the Headquarters Health Awareness Program.

Here is a listing of the program components and their corresponding fees.

Venipuncture Blood Draw

A. Lipid Panel — \$33

B. Lipid Panel, Chemistry 24 — \$37

C. Complete Blood Count (CBC)

If purchased with Option A or B — \$10

If not purchased with Option A or B — \$15

D. Blood Group and Type

If purchased with Option A or B — \$10

If not purchased with Option A or B — \$15

E. Prostate Specific Antigen (PSA) — \$38

Appointment and instruction sheets are now available in room 327. A listing of the blood profiles being offered is also available. Employees are requested to

put the date and time of their appointment on the instruction sheet.

No appointments will be made by phone.

Because employees are required to pay for this service, spouses and adult children can also participate.

Employees with questions can call Peggy Gray, R.N., 267-3405.

**Eye Care.** The Headquarters Health Awareness Program is sponsoring glaucoma screenings the week of *January 23 through January 27*, in the clinic, room 327, to recognize National Eye Care Month.

Between two and three million Americans over age 40 have glaucoma, and more than one million Americans have it and are unaware of it.

Although glaucoma is a leading cause of blindness, it can be prevented through early detection and appropriate treatment.

Employees may contact the clinic, x73405, for more information.

## Frugal Flying

### *Hinson Advises Agency Organizations to Limit Travel Costs*

FAA Administrator David Hinson recently asked all agency organizations for their help in saving travel funds, wherever possible. In a December 8 memo to all organizations, Hinson said "airlines are offering many innovative fares that will give us the opportunity to save significant resources. If we plan our travel prudently, we can take advantage of special fares, even when some of them include restrictions or cancellation penalties." This includes the use of non-contract carriers—Southwest, ValueJet, and others—where significant savings are available.

Hinson also spoke of the many other opportunities the agency has to save travel costs. He mentioned special airline fares, and asked travelers to make their plans early and ask Travel Management Centers to quote any special fares available to the general public. If any restrictions or penalties apply though, the traveler is responsible for determining whether

they can meet the requirement.

According to Hinson, "when the objectives of the trip can be achieved and the ticket cost, plus any additional per diem, result in significant savings, the special fare should be used." To justify deviating from the General Services Administration contract airfares, the fares must be available to the public and result in significant cost savings. If the traveler is using a nonrefundable or penalty fare, the travel order must contain a statement that the traveler and the travel authorizing official are aware of the restriction.

Hinson said the agency will be responsible for penalties which result from officially canceled travel when restricted, or when other penalty fares have been authorized in lieu of contract fares.

Employees are urged to participate in frequent flyer programs, as well as similar programs for car rental and hotel/motel accommodations. If

there is a membership fee for such programs, it may be reimbursed if the discount received as a result of joining exceeds the fee. Employees are cautioned, however, that any credits earned as a result of official travel are the property of the government, and cannot be used for personal travel.

Hinson also urged employees to plan conferences effectively, using conference calls, faxes, and electronic mail to avoid trips when possible. He asked each organization to look at the frequency of their conferences, how many people need to attend, the length of the conference, and if the location is cost effective.

The Administrator invited employees to share their success stories with Headquarters *Intercom*, so that the organization as a whole can benefit from cost-cutting ideas.

"I am counting on all of you who travel to manage our travel budgets, and I expect positive results reflected in our financial reports," said Hinson.

## Agency Changes

### Hinson Makes Decisions Regarding the New FAA Organization

FAA Administrator David Hinson made several announcements regarding the operation of the new agency structure.

Under the new organization, a single point of accountability was established for each of the FAA's major products and services: air traffic services, regulation and certification, research and acquisitions, administration, airports, and civil aviation security. These organizational heads, Hinson announced, will be called associate administrators. The managers of the four staff offices—Policy, Planning, and International Aviation, Public Affairs, Civil Rights, and Government and



Industry Affairs—will use the title assistant administrator.

The Office of the Chief Counsel will retain its current title. Direct reports to an associate or assistant administrator are now called directors.

The six line organizations have been given the following routing symbols:

Air Traffic Services, ATS; Regulation and Certification, AVR; Research and Acquisitions, ARA; Administration, AAD; Airports, ARP; and Civil Aviation Security, ACS. Hinson asked that "changes to other routing symbols be kept to a minimum."

The FAA's Management Board will consist of Administrator David Hinson,

Deputy Administrator Linda Hall Daschle, all associate and assistant administrators, and the chief counsel. Deputy associate and deputy assistant administrators, along with the deputy chief counsel, may attend board meetings to represent their principals.

Both associate and assistant administrators have the flexibility to determine appropriate titles within their respective organizations. Business plans should set forth organizational structures, along with titles and routing symbols.

Hinson emphasized that changes in titles will not affect grade or responsibilities. He said, however, that as streamlining plans are implemented there will be fewer supervisory positions and a flattening of layers throughout the agency.

## Restructuring Update

### Workgroups Established for DOT Consolidation Plan

Scheduled to coincide with the fiscal year 1996 budget, DOT restructuring efforts are well underway.

DOT Secretary Federico Peña has asked Deputy Secretary Mort Downey to coordinate the restructuring process for the Department. He has established several groups to design the new DOT structure over the next few months.

A board of advisors will advise Downey on restructuring strategy and implementation, including design options. Chaired by Downey, it will be composed of assistant secretaries, administrators and the commandant, and directors and their deputies.

A coordinating group will ensure that all options are thoroughly developed for the board of advisor's consideration. This group will be led by the deputy chief of staff and composed of several Departmental senior staff.

Five distinct working groups have been established, which will conduct outreach with DOT stakeholders and develop recommendations on the functions and programs that the Department should provide and how to restructure the organization. They are Department

Organization; Program Design; Budget; Outreach and Congressional; and Air Traffic Control Corporation. Respectively, the lead task force representatives from the FAA are Barry Valentine, Cynthia Rich, Ruth Leverenz, Brad Mims, Monte Belger, and John Hennigan. The groups began full-time work on the restructuring on January 6.

Workgroups have been asked to conduct outreach and prepare options on threshold issues by the last week in January. This will allow announcements to be made on DOT's broad program and organizational design proposals as the DOT fiscal year 1996 budget is submitted to Congress.

Peña emphasized that he is committed to a reorganization which consolidates ten operating administrations to three components, including transforming air traffic services into a government corporation. He is also committed to streamlining 30 grant, loan, and subsidiary programs into three targeted programs, and downsizing by eliminating redundancy, and reducing the work force.





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

# Headquarters Intercom

## Zero Accidents

*Safety Conference Focuses on Ways to Improve Safety Measures, Increase Public Confidence*

More than 1,000 members of the aviation industry gathered in Washington, DC, to participate in what is being hailed as "the biggest airline safety conference in history."

DOT Secretary Federico Peña called the January 9 and 10 meeting last month after a series of airline accidents raised public concerns about the safety of the U.S. transport system. It is part of a three-part initiative to examine and enhance safety standards. In addition to the conference, Peña ordered expedited implementation of safety rules for small commuter aircraft to conform with those of larger planes and a comprehensive review of all commercial airline

turn to **Conference on page 4**



Above: FAA Administrator David Hinson stresses the importance of uncompromised standards of aviation safety during the recent Aviation Safety Conference in Washington, DC. Seated on the left is DOT Secretary Federico Peña.

Right: Members of the press had a chance to ask questions of DOT Secretary Federico Peña and FAA Administrator David Hinson at the conclusion of the two-day Aviation Safety Conference.



## Reducing Delays

*FAA, Airlines Collaborate To Improve Operations Decisions*

What started out 17 months ago as an embryonic idea has blossomed into a plan that promises handsome payoffs in the form of reduced delays for the nation's airlines by early next year. It doesn't involve expensive hardware or software innovations. It's simply the result of the FAA and 13 airlines working together in close collaboration over the past year and a half to see what

simple adjustments can be made in reporting procedures to improve the efficiency of air traffic and airline operations.

The cooperative program is called FADE, which stands for FAA-Airline Data Exchange, and at a meeting in Reston, VA, last month, the FADE team demonstrated the significant im-

turn to **Delays on page 3**

## Highlights

**Increased Oversight.** As a result of recently enacted legislation, on April 23 the FAA will require most government aircraft carrying passengers or operating commercially to meet the same safety standards and procedures that apply to non-government aircraft. The new law could affect over 5,000 planes and helicopters known as "public aircraft"—those used for government activities—which currently oper-

turn to **Highlights on page 2**

## Highlights from page 1

ate in all 50 states.

Under the new requirements, many government-owned airplanes that carry passengers—including state-owned aircraft that transport government officials—must meet the FAA's civil aircraft regulations. The requirements include crew and aircraft safety standards. These aircraft were previously exempt by law from complying with these types of regulations.

Some government-owned aircraft, however, will remain "public aircraft," exempt from many federal aviation regulations. These include aircraft used in fire fighting, search and rescue, aeronautical research, and law enforcement. Aircraft operated by the armed forces and intelligence agencies also remain exempt unless they are operated for commercial purposes.

The FAA will begin inspections on April 23 to enforce civil aviation regulations for these government-owned or operated aircraft.

**Corporate Communications.** John Lauber, a two-term member of the National Transportation Safety Board, was named vice president for corporate

safety and compliance for Delta Air Lines. His appointment was effective January 16.

In 1985, Lauber was appointed to the NTSB by then-President Reagan. He was appointed to a second term in 1989 by then-President Bush. As a member of the board, he participated in conducting major accident investigations and safety studies for all modes of transportation.

Prior to his appointment at the NTSB, Lauber was responsible for research in human factors and safety at the National Aeronautics and Space Administration Ames Research Center, Moffett Field, CA.

**New Home.** Last December, Vanguard Airlines, Inc.—a new, low-cost

unrestricted, low prices on every seat for every flight."

**TDWR Commissioned.** The FAA commissioned the nation's second Terminal Doppler Weather Radar (TDWR) system at the Memphis International Airport on January 4. The system will be used by air traffic controllers to increase safety and reduce weather-related delays. The nation's first system was commissioned at Houston Intercontinental Airport in July of last year.

The TDWR is a new-generation radar that provides microburst and gust front detection, wind shift protection, and precipitation intensity information to pilots. Wind shear warnings issued by air traffic controllers will include the runway affected, type and strength of wind shear, and location along the runway where the wind shear will be first encountered by aircraft.

The Memphis radar antenna and transmitting equipment are located 12.8 miles south of the Memphis International Airport, providing flight approaches with optimal radar coverage. The processed information is transmitted by telephone lines to displays in the air traffic control tower and terminal radar approach control facility.

**DOT Talk.** DOT Secretary Federico Peña is looking for suggestions, comments, and concerns from both employees and customers on how to best shape the future of the Department. A toll-free phone line—1-800-215-0993—and fax number—(202) 366-9693—have been set up to record feedback on the Department's restructuring efforts.

Telephone lines will be staffed between 10 a.m. and 6 p.m. every workday. Employees can also call and leave a message, or send a fax, 24 hours a day, seven days a week.



Vanguard Airlines began operations from Kansas City International Airport on December 4.

carrier based in Kansas City, MO—was issued an FAR 121 operating certificate by the Kansas City Flight Standards District Office.

Vanguard began service December 4, with a special two-day introductory fare of \$1 each way, on non-stop flights between Kansas City, Denver, and Salt Lake City. The airline is starting out with two Boeing 737-200 jets, each seating 200 passengers in an all-coach class configuration. Most of the maintenance will be done by TWA at its Kansas City overhaul base. Vanguard currently employs approximately 100 people.

Vanguard chairman and chief executive officer Bob McAdoo—also a founder of the former People Express—said "frequency and low prices are what Vanguard stands for. We offer only

## Headquarters Intercom

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## Delays *from page 1*

Impact that up-to-date schedule changes can have on improving air traffic management decisions and how these, in turn, can translate into dramatic reductions in airline delays.

Until now, the airlines have had no incentives to disclose real-time schedule information because a cancellation often means losing that time slot and perhaps also providing a competitive edge for rival carriers.

During the Reston meeting, the team used an analytical tool, called the FADE prototype display, to show that potential reduction in delays can be achieved without penalizing the carriers for providing the information. In fact, using this model, carriers are given incentives for reporting up-to-the-minute schedule changes.

Simulating the interaction between airline operations centers and the FAA's Air Traffic Control System Command Center, the FADE model used scenarios of typical congestion problems at Boston, San Francisco, St. Louis, and Chicago. One scenario involving bad weather and congestion in the Chicago area, for example, showed that a carrier was able to reduce its average delay from 49 to eight minutes. The FAA's Air Traffic Services organization has committed to implementing several simple, but valuable improvements over the next couple of months. Full implementation of changes is planned within the next year.

Taking an idea conceived by the FAA's Operations Research Service, which is now part of Research and Acquisition's Program Analysis & Operations Research Service, the FAA's Traffic Flow Management Integrated Product Team showed that getting all the players working together—air traffic controllers, airlines, and contractors—can indeed pay dividends.



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## Winding Down

### *Interim Statistics Compiled for the Recent Buyout*

As of January 3, response to the recent round of buyouts offered to FAA employees has been "modest," with a little more than 100 applying to take advantage of voluntary separation incentive payments. More than 60 were from Air Traffic, with the rest coming from other agency organizations, such as Human Resource Management, Budget and Accounting, and Contracting and Quality Assurance. Several members of the senior executive service also took the buyout.

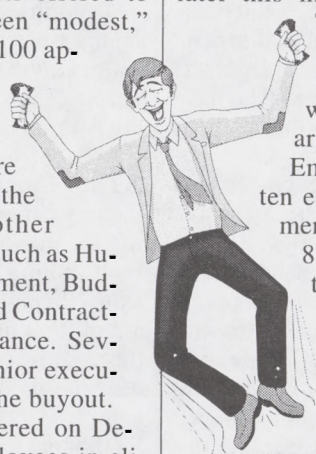
The buyout was offered on December 20 to 480 employees in eligible positions, and was aimed at assisting agency management in meeting its reorganization and consolidation plans.

The closing date for employees to accept the buyout varies in each

agency organization, and ranges from later this month to March 31. Air Traffic offered two rounds of buyouts, with the second application window opening on January 23.

Employees can obtain written estimates of their retirement annuity by calling 800-888-4412 from any touch-tone phone. Also, retirement specialists can assist in computing the amount of an employee's voluntary separation incentive payment or retirement annuity, and offer any additional counseling, and forms.

For more information, employees may call the Employee Relations and Career Development Branch, 267-3873.



## End of an Era

### *SF-171 Officially Abolished*

As of December 31, 1994, the Application for Federal Employment—commonly known as the SF-171—was abolished.

Kay Frances Dolan, the FAA's Director of Personnel, said the agency can "no longer require that applicants submit the SF-171 to apply for any position for which recruitment began on or after January 1, 1995."

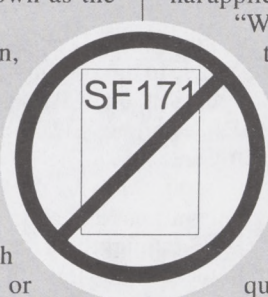
Under the new Office of Personnel Management procedures, external applicants may elect to file either an SF-171, the new Optional Application for Federal Employment, OF-612, or any other

written format of their choice. "We cannot require the SF-171 of internal applicants either," said Dolan.

"We can continue to require the forms prescribed in the appendices of our Merit Promotion Plan for internal candidates only."

She asked that members of the management board not request or suggest individuals complete the SF-171 as a manner of applying for a federal position.

All FAA vacancy announcements will clearly state the new procedures for applying for a federal position.



## Safety Conference *from page 1*

safety oversight procedures and programs.

"It is very heartening to see the tremendous turnout for this historic airline safety conference," said Peña. "I thank everyone—from airline management, labor, the NTSB, and the many fine FAA employees who have worked so hard to organize this event."

The two-day conference focused on ways to improve safety measures and increase public confidence in airline transportation. Workshops were held on six key areas, including crew training; air traffic control and weather issues; safety data collection and use; applications of emerging technologies; aircraft maintenance procedures and inspections; and development of flight operating procedures. The breakout groups—consisting of representatives of airlines and other aviation-related organizations—came up with 540 suggestions for safety improvements. Those suggestions were culled into several dozen recommendations.

"Improving safety is our top aviation priority," Peña said. "These sessions will bring together those whose

lives are dedicated to achieving the highest possible level of safety so that we may determine what additional measures may be undertaken."

In addition to Peña, opening statements were made by FAA Administrator David Hinson, Deputy Administrator Linda Hall Daschle, Associate Administrator for Regulation and Certification Anthony Broderick, NTSB Chairman James Hall, and Congressman James Oberstar, ranking member, aviation subcommittee.

"Looking out over this audience," said Hinson, "I am reminded, once again, that no single issue can bring the aviation community together more quickly, or in greater numbers, than safety."

Hinson said that the group was called together to exchange ideas on various aspects of the science of aviation safety. "Each of you is an expert. Each of you is a professional. I urge you to consider the objective—zero accidents—as an achievable goal.

Peña vowed to issue a detailed plan, with deadlines, for acting on the most important of the safety issues discussed at the meeting within 30 days of the conference.

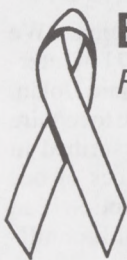
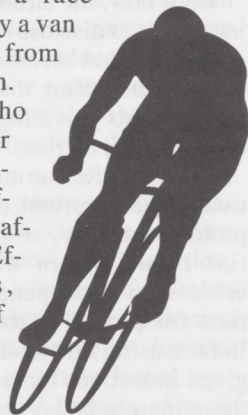
## People

**Ironman Race.** FAAer Mark Reeves recently swam 1.2 miles, biked 56 miles, and ran 13.1 miles to help raise money for Jim MacLaren, an amputee triathlete who was injured during a race when struck by a van and paralyzed from the neck down.

Reeves, who works as an air traffic evaluator for the Office of Air Traffic System Effectiveness, was one of forty individuals and three relay teams who

participated in the La Jolla, CA, race to collect pledges to defray the cost of MacLaren's recovery. Reeves raised over \$1,600 for the effort.

"In spite of the pain," said Reeves, "it was one of the best feelings I've ever had just getting through it and knowing that there was more involved than the mere satisfaction of completing the race."



## Education Initiative

### *Federal Employees to Receive HIV/AIDS Awareness Training*

In late September 1993, President Clinton—in response to the findings of the National Commission on AIDS—mandated HIV/AIDS awareness training for all federal employees.

White House guidelines issued recently by the Office of National AIDS Policy require that employees in major metropolitan areas receive live training. Topics to be addressed in the FAA's training include HIV transmission and prevention, the necessity of support services, and related agency policy. A question and answer period will take place immediately following each session.

All Headquarters training sessions will be held in the auditorium. The schedule is as follows:

*Tuesday, January 24 9 to 11 a.m.*

*Wednesday, January 25 2 to 4 p.m.*

*Thursday, January 26 2 to 4 p.m.*

*Monday, January 30 9 to 11 a.m.*

*Wednesday, February 1 9 to 11 a.m.*

*Tuesday, February 2 2 to 4 p.m.*

*Tuesday, February 21 9 to 11 a.m.*

*Wednesday, February 22 2 to 4 p.m.*

*Thursday, February 23 9 to 11 a.m. and 2 to 4 p.m.*

The agency, specifically the Office of Human Resource Management, is required to maintain a database of all employees who have been trained. Because of the stringent guidelines issued by the Office of National AIDS Policy, only training that is consistent with DOT training curriculum will be considered sufficient for meeting this requirement.

Attendance will be taken at each training session, and employees may attend the session of their choice.



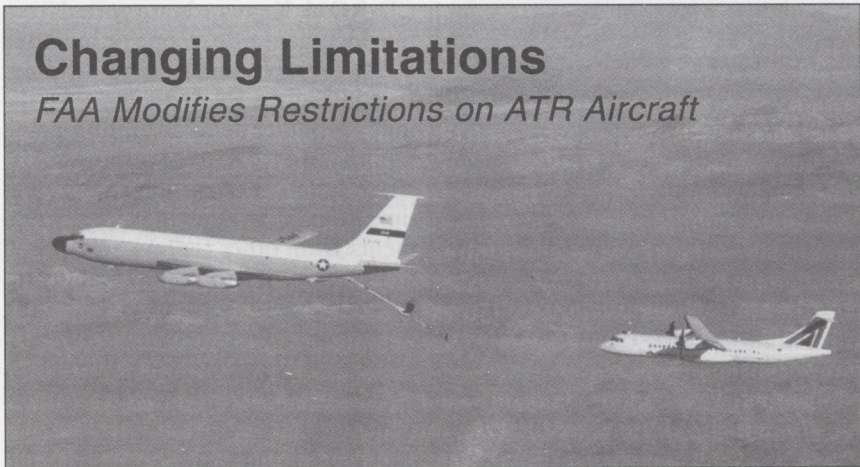
U.S. Department of Transportation  
Federal Aviation Administration

# Headquarters Intercom

## Changing Limitations

### FAA Modifies Restrictions on ATR Aircraft

ATR Support, Inc.



The FAA conducted flight tests of the ATR aircraft at Edwards Air Force Base, CA, using a tanker aircraft that sprayed water droplets up to four times larger than the size normally used for certification testing.

After an extensive review that included days of flight testing and several hundred wind tunnel tests, the FAA modified its prohibition on ATR aircraft from flying in icing conditions, restricting ATR flight only in freezing rain or freezing drizzle. ATR

aircraft may now fly in known or forecast icing conditions, as long as pilots and operators follow new flight safety and training procedures.

During a January 11 press conference at Headquarters, FAA Administration  
*turn to ATR Aircraft on page 6*

## Returning to Duty

### Twenty-six Former PATCO Controllers Rehired

Twenty-six former Professional Air Traffic Controller Organization controllers—fired by then-President Reagan during the air traffic controllers strike in 1981—reported for training on January 10 at the FAA's Aeronautical Center in Oklahoma City. They were chosen from the nearly 5,000 found eligible. All candidates were selected in the field by the different regions, based on needs and skills.

Doug Murphy, in charge of controller training for the FAA, said to

the returning group, "you are a historical group. I would submit to you that today is a very important first step in your journey to move back into the FAA."

The controllers' five-week training program in Oklahoma City ends February 14. It will take from six to 18 months for them to become recertified.

Five will report to New York Center, five to the New York Terminal Radar Approach Control Facility, two  
*turn to PATCO on page 4*

## Highlights

**Aviation Accord.** In an effort to end more than 15 years of stagnated airline passenger and cargo travel between the U.S. and Canada, DOT Secretary Federico Peña announced a breakthrough that produced the framework for a new agreement. The two countries will negotiate to produce a market-opening aviation accord centering on producing lower fares, convenient service, more jobs, and supporting economic growth.

The framework, developed and signed by representatives of Peña and Canada's Transport Minister Doug Young, recommends that the new bilateral agreement remove most restrictions on all-cargo services immediately and virtually deregulate the industry within 12 months. The new agreement would also immediately lift restrictions on passenger service, except for new U.S. access to Toronto, Montreal, and Vancouver, where restrictions would be struck down in steps over 36 months.

**Congressional Contacts.** FAA Administrator David Hinson recently reminded the management board and regional administrators to follow the established procedures when communicating with Congress.

In the new Congress, said Hinson, "we can expect contacts from members of Congress or their staffs to increase. All congressional contacts should be coordinated through the assistant administrator for Government and Industry Affairs (AGI)."

Since many of the requests the FAA receives for briefings, meet-  
*turn to Highlights on page 2*

## Highlights from page 1

ings, or field visits concern matters that relate to broad policy issues, Hinson stressed the importance of involving AGI in making the arrangements for the event. He also noted that AGI needs to be informed of any telephone contacts, and to coordinate written responses to verbal requests for information.

**Additional Hearings.** To give the public ample time to review two proposals to reroute departing Newark Airport aircraft, the FAA scheduled three additional New Jersey hearings in Parsippany, Rochelle Park, and Toms River.

At the hearings, both oral and written public comment will be taken on the Solberg Mitigation Proposal—which could change routes of some aircraft currently flying over Union County, NJ—and the New Jersey Citizens Against Aircraft Noise proposal to reroute departing Newark traffic over the ocean.

The comment period has been extended until February 23.

**Management Info.** The DOT has implemented Management Information Reporting to help personnel and

payroll managers gain better access to personnel, payroll, and training data on employees.

As part of the DOT's Integrated Personnel and Payroll System (IPPS), this phase allows managers at the departmental, modal, and regional levels, immediate access to data that supports office automation functions requiring information about departmental employees. In the past, managers waited days, weeks, or even months, to receive this type of information.

IPPS is scheduled to be fully operational in 1996, and will replace the separate Consolidated Personnel Management Information and Consolidated Uniform Payroll Systems.

For more information contact Danny Russell, Departmental Personnel and Payroll Division, (405) 954-2600.

**Publication Suspended.** The General Services Administration suspended publication of the Federal Travel Directory as of December 1994—a final issue will be published by the end of this month.

The directory will be replaced by the two-book Official Airline Guide. One book, called the Flight Guide, will be issued monthly and list flight and ground travel schedules. The second, called the Travel Guide, will be issued quarterly and include such information as contractor telephone reservation numbers, transportation guidelines, per diem rates, hotel and motel listings, rental car information, and tax exemption information. Both will have the same distribution as the Federal Travel Directory.

The final issue of the Federal Travel Directory will include a listing of new city-pair awards and 1995 per diem rates.

For additional information employees may contact their servicing accounting office.

**Information Handling.** FAA specifications, standards, and orders are now available on CD-ROM.

Sold as a subscription through In-

formation Handling Services, the full-text image service covers requirements for FAA products, services, and systems, as well as daily agency operations and administrative functions. It is automatically updated every 60 days.

Subscribers can locate information by document number or keyword using the comprehensive index on the CD-ROM. Keywords are pulled from the document title, scope or intended use paragraph, and outline heading. In addition to FAA documents, the index provides detailed bibliographic reports on over 85,000 active unclassified federal and military specifications, standards, drawings, and documents from other federal agencies.

For more information, employees can write to Information Handling Services, Department 59, 15 Inverness Way East, P.O. Box 1154, Englewood, CO, 80150-1154, or call 1-800-241-7824.

**Information Sharing.** The FAA's Office of Information Technology has developed a guide to help increase the specific information technology-related skills and abilities of the agency's work force to make sure efforts are properly focused.

The publication—*Information Sharing: A Guide for Investing in Human Capital for the 21st Century*—highlights the specific capabilities essential for managing and using information for business decisionmaking, and offers guidelines to help agency management make informed long-term investments in its employees.

Office of Information Technology Director Theron Gray invited agency leadership to use the publication to "identify what FAA personnel at every level should know about how to fit business needs with information

### Headquarters Intercom

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technology resources." He said, "it is a guide to use when we make tough decisions on how to target limited training dollars more effectively."

**NPR Honors.** The Area CACTeam in the Boston Air Route Traffic Control Center was honored this month by Vice President Gore for changes they implemented in the FAA's New England Region as part of the National Performance Review. The changes included eliminating duplicative handbooks, thereby reducing the cost, work-time and natural resources devoted to them.

In a recent letter to the team, Gore said "your actions contribute to the efforts we have made to create a government that works better and costs less, and stand as a role model for public service for both the FAA and the government in general."

Gore also offered his congratulations on the team's "innovative thinking and commitment to a government that serves the people."

**Off to NTSB.** FAAer Robert Francis—the agency's representative to Europe, Africa, and the Middle East—was recently chosen by President Clinton as the newest member of the National Transportation Safety Board. Normally, members must be approved by Congress. In this case, however, Clinton exercised his right to make a recess appointment of one year.

Prior to his current position, Francis was the manager of the Southern Region's Program Evaluation and International Staff. He was also the special assistant to the director of the Europe, Africa, and Middle East Office in Brussels, Belgium.

He holds a B.A. in International Politics from Williams College.

**Trophy Winner.** The National Air and Space Museum recently awarded Patty Wagstaff with its Trophy for Current Achievement, recognizing her extraordinary service in air and space science and technology. The award is a replica of a sculpture by

John Safer titled "The Web of Space."

Wagstaff began her flying career in 1978, and entered her first aerobatic competition in 1984. She is a member of the U.S. Aerobatic Team, and in 1991, became the first woman



Patty Wagstaff, recognized recently by the National Air and Space Museum for her extraordinary service in air and space science, and her aircraft, the Extra 260.

Carolyn Fuso/NASM

to win the U.S. National Aerobatic Championship. Wagstaff defended this title in both 1992 and 1993.

Her aircraft, the *Extra 260*, is on display as part of the "Patty Wagstaff—National Aerobatic Champion" exhibit in the museum's Pioneers of Flight Gallery.

**Security Distinction.** FAAer William Jaillet was recently designated a

certified protection professional by the American Society of Industrial Security for "demonstrating a mastery of the security field through his experience and academic studies."

He joins a group of 3,300 security practitioners worldwide who have earned the credential following completion of a series of mandatory and specialty examinations. Certified protection professionals must pursue a program of continuing education and professional activity to maintain the credential.

Jaillet is currently the manager of the Civil Aviation Security Division in the New England

Region—a position he has held since 1986. The division investigates certain violations of Federal Aviation Regulations and the Federal Aviation Act, and is also responsible for the security protection of those flying aboard U.S. aircraft.

**Extra Copies.** Need an extra copy of a past issue of *Intercom*? They're available in room 911.

## DOT Talk

DOT Secretary Federico Peña continues to look for suggestions, comments, and concerns from both employees and customers on how to best shape the future of the department. A toll-free phone line—1-800-215-0993—and fax number—(202) 366-9693—have been set up to record feedback on the department's restructuring efforts.

Telephone lines will be staffed between 10 a.m. and 6 p.m. every workday. Employees can also call and leave a message, or send a fax, 24 hours a day, seven days a week.

Those interested can also use the Internet to leave mail, get information, and provide suggestions on DOT's restructuring. Employees with Mosaic Internet access can connect to DOT's Mosaic Server by using the following address: <http://www.dot.gov/>. Employees with only Internet e-mail access can send mail directly to DOT Talk. The address is [dottalk@postmaster2.dot.gov](mailto:dottalk@postmaster2.dot.gov).

The latest versions of *DOT Talk* are available through e-mail as well. FAAers wishing to send e-mail messages to the Office of the Secretary on the restructuring effort can address their messages to DOTTalk.

# National Postal Museum

## Exhibits Highlight Importance of Air Transportation in Mail Delivery

The Smithsonian Institution's National Postal Museum offers more than just a collection of stamps—it houses exhibits that show the importance of air transportation in improving postal delivery, as well as the vital role the U.S. Airmail Service played in stimulating the early aviation industry.

Prominently displayed in Washington's newest museum are three aircraft which represent intriguing milestones in U.S. airmail history. The oldest is a Wiseman-Cooke machine from 1911. This fragile biplane of cloth and wood (capable of a top speed of only 70 m.p.h.) made the first mail flight officially sanctioned by a U.S. Post Office.

The pilot brought correspondence from the mayor and postmaster of Petaluma, CA, to their counterparts not quite nineteen miles away in Santa Rosa—a journey that required two days to complete because of mechanical difficulties.

A De Havilland biplane from the 1920s is also featured in the gallery. Originally designed for the rigors of aerial combat in World War I, this model was the workhorse of the U.S. Airmail Service during much of the

“roaring twenties.” Before being employed by the Post Office Department, the De Havillands had to undergo design modifications. Previously, they



*This Wiseman-Cooke airplane made the first mail flight officially sanctioned by a U.S. Post Office.*

had served in the Army Signal Corps as reconnaissance and bomber craft. After conversion, these were capable of low-flying, long-distance airmail use. The original cockpit actually became a mail compartment which could carry 500 pounds of mail.

The third airplane displayed is a Stinson Reliant monoplane. In 1939, this aircraft was used to test a unique postal innovation for towns that did not have landing fields. Mail was placed into a container positioned on

top of a structure resembling a goal post. The pilot guided his plane over the mail container while the flight officer on board lowered a grappling hook to snag it. The flight officer then dropped mail for the community onto the same spot. This technique was borrowed from the Rail Mail service's “mail-on-the-fly” pickups.

Besides antique airplanes, the National Postal Museum also contains many other items of airmail interest including 70 year-old flight suits and Charles Lindbergh's Airmail Pilot Application—signed on April 13, 1926.

Rare U.S. airmail stamps are also on exhibit at the museum. The collection includes the first letter flown across the Atlantic ocean and an airmail cover autographed by President Wilson on the 1918 inauguration of airmail service between Washington, DC, and New York City.

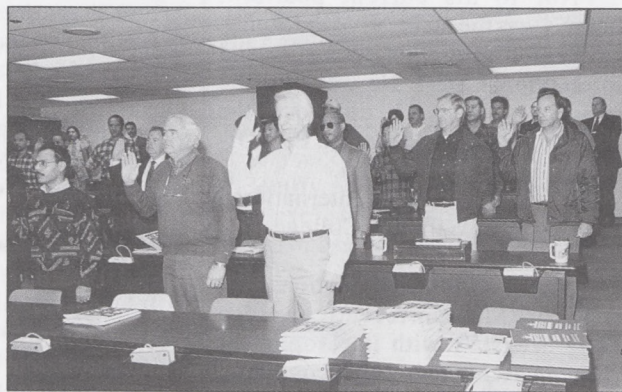
The museum, located near Union Station and within walking distance of FAA Headquarters, is open daily from 10 a.m. to 5:30 p.m.

*Thanks to Mark Kahn, FAA History Staff, for contributing this article.*

## PATCO *from page 1*

to the San Juan Center Radar Approach Control, five to Honolulu Center Radar Approach Control, five to Honolulu Tower, and five to the Oakland Bay Terminal Radar Approach Control Facility.

In a recent telephone interview with CBS, Associate Administrator for Air Traffic Systems Monte Belger explained why more controllers weren't hired. He said that over the past 13 years, the air traffic system has been rebuilt and has a low turnover rate. “In addition, the FAA has started using services of universities for hiring potential air traffic controllers and has an obligation to hire graduates from contracted university programs,” said Belger. “More ex-controllers are expected to be hired in years to come.”



*Twenty-six former Professional Air Traffic Controller Organization controllers participate in a swearing-in ceremony at the FAA Academy after being rehired for duty.*

## Success Story

### *Utilization of Employee Assistance Program Increases*

The FAA's Employee Assistance Program (EAP) contractor, Personal Performance Consultants, Inc., reports that agency utilization of the program in fiscal year 1994 was 12.6 percent, up from 10.9 percent the previous year.

During the period of October 1, 1993, through September 30, 1994, 5,722 FAAers and household members contacted the EAP. This was 807 more than the previous fiscal year.

The report showed that the most common reasons for visiting the EAP were family/relationship issues at 43 percent, emotional issues at 43 per-

cent, and substance abuse at nine percent. Ninety-two percent of employees and their household members who contacted the EAP for counseling or consultation followed through and were seen in-person by a counselor.

Clinical utilization of the program was 10.9 percent. According to the EAP, a successful program is typically between five and ten percent.

According to the report, most employees (24 percent) learned of, or were reminded of, the EAP through *Intercom* articles and the FAA EAP newsletter.

## Consolidating Functions

### *New Civil Rights Procedures In Effect*

The plan to consolidate certain Civil Rights functions announced by DOT Secretary Federico Peña this past summer is now in effect.

The new departmental Office of Civil Rights—headed by Antonio Califa—now manages all phases of the formal internal discrimination complaint process. It will provide policy guidance, oversight, monitoring, and technical assistance during all phases of both the informal and formal process. It will also provide policy guidance, oversight, monitoring, and technical assistance regarding external compliance functions.

The departmental office is broken down into four divisions: Data and Evaluation; Internal Policy, Program Development and Support; External Policy and Program Development; and Compliance Operations. All regional offices will report directly to the director of Compliance Operations.

Under this new way of doing business, the FAA retains responsibility for developing and implementing affirmative action and diversity plans, conducting special emphasis programs, and attempting to resolve equal

employment opportunity disputes within the agency through informal means, including alternative dispute resolution. The agency will also continue to manage and administer all phases of the external civil rights compliance functions for programs such as the Disadvantaged Business Enterprise Program.

The modal Civil Rights offices will also continue to manage and administer all phases of the People with Disabilities Program, such as the Americans with Disabilities discrimination complaints.

At the FAA, six positions were transferred from Headquarters to the new departmental office. All were involved in the formal internal discrimination complaint processing area, and included two managers, two specialists, and one clerical employee.

No regional civil rights positions were transferred as a result of the restructuring effort.

"I have a long-standing commitment to civil rights for all individuals," said Peña. "My goal is for DOT to have a civil rights compliance staff which is highly competent and responsive to its customers."

EAP services include on- and off-site counseling, and on-site consultations. Services are available on-site at 37 FAA facilities, including all regional offices, air route traffic control centers, Headquarters, the Aeronautical Center, Technical Center, three terminal radar approach control facilities, four air traffic control towers, and one combined center radar approach control facility. Over 55 percent of FAAers are employed at a facility where on-site services are available.

The EAP's goals for fiscal year 1995 include continuing to help FAAers with personal problems, including dealing with organizational change in the workplace, and conducting HIV/AIDS and alcohol awareness training. The program also intends to develop a joint management/labor critical incident response team, and a new self-referral policy involving management/labor peer intervention.

Employees with questions or suggestions concerning on-site services can contact Kim Brams or Cary Cook, 267-3945. For off-site and 24-hour services call 1-800-234-1EAP.

## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30, to accommodate the increased demand for early-out and buyout retirement estimates.

As of November 30, 1994, the system had provided 17,652 estimates for 8,440 FAA employees. Fifty-five percent of those employees requested dates in 1994 and 1995, and 45 percent requested dates between 1996 and 2030.

The Office of Labor Relations encourages all employees, including managers and supervisors, to use the telephone retirement system—1-800-888-4412—for retirement planning purposes.

## Flight Plan for Success

### International Aviation Womens Association Holds Annual Conference

Nearly 100 women executives from all over the world recently gathered in Washington, DC, to learn from successful women in the aviation industry how they strategically filed their "career flight plans."

The sixth annual International Aviation Womens Association conference—the largest in the association's history—attracted women from as far away as Canada, England, Ireland, France, Belgium, Mexico, and Argentina. This year's theme was "Flight Plan for Success."

The two and a half day conference included several guest speakers and panel discussions that covered a wide range of aviation issues from contract compliance when doing business with airports, to running the largest commercial helicopter operation in the world.

Speaking on the first evening of the conference was FAA Deputy Administrator Linda Hall Daschle, who



At this year's conference are, top row from left, Kate Lang, staff assistant to the FAA Deputy Administrator, Arlene Feldman, FAA Eastern Regional Administrator, and Paula Lewis, FAA Office of System Capacity and Requirements acting director. Bottom row from left are, Patrice Allen-Gifford, FAA Communications Program Office, Linda Hall Daschle, FAA Deputy Administrator, Jean Oberstar, Kurth and Company, and Dot Etheridge, IAWA president-elect and FAA Airport Capacity Planning Office.

emphasized to participants that "as we assume greater and more visible roles in the industry, it will change the perceptions of those who thought we'd never make it." Other guest speakers included: Carol Carmoday, U.S. Representative to the International Civil Aviation Organization; Carroll Suggs, chairman of the board and chief executive officer of Petroleum Helicopters, Inc.; and Mary Bradford, legal director at GE Capital Aviation Services in Ireland. They all explained how they overcame the barriers faced by women in the industry.

The International Aviation Womens Association brings together women of achievement in the aviation

industry and promotes their advancement internationally through the establishment of a worldwide network of aviation professional contacts.

## ATR Aircraft *from page 1*

trator David Hinson said he would fly on an ATR. "I want to say without equivocation that this airplane is safe to fly in known icing when the procedures we have developed are followed."

Using a model of an ATR-72 aircraft, and photos of the testing done at Edwards Air Force Base, CA, Associate Administrator for Regulation and Certification Tony Broderick made an in-depth presentation to 50 members of the press. "This is the first time these types of extensive testing for icing problems have ever been done," he explained. "We feel it's necessary to put all similar planes to the test. If more defects are found, we will change

our certification rules accordingly."

The new procedures—effective immediately—require pilots to monitor the aircraft for unique signs of freezing drizzle or freezing rain, and to turn off autopilot controls immediately if these conditions are encountered. They also require flight crews to fly immediately out of freezing rain or freezing drizzle, and prohibit the use of flaps when holding in icing conditions. The procedures also require that flaps not be retracted if they are extended in freezing rain or freezing drizzle.

ATR operators must give pilots and dispatchers FAA-approved, classroom training on the new procedures. The FAA has also mandated brief-

ings to its air traffic controllers on the new safety procedures for the ATR aircraft.

"Aviation is a science," said Hinson, "and this decision represents a careful and methodological evaluation of the circumstances. Our decision was based on many scientific tests." He said that since the Roselawn, IN, accident last October 31, the agency has taken prudent action every step of the way based on the data available at the time. "I have personally reviewed this data, and our research indicates that ATR operators will be able to fly safely in icing conditions as soon as they can implement these new procedures."

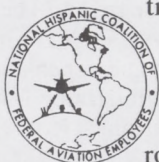
## Group Meetings

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: *February 7*. 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: *February 8*. Contact Doretha Robinson, x75842.

**Headquarters EPG.** The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m., McCracken room. Next meeting: *February 9*. Contact Bob Cripe, x78211, or Gerrie Robinson, x79678, for meeting location.



**Hispanic Coalition.** The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon, room 812A. Next meeting: *February 1*. 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, 12 noon to 1 p.m., in the MOC room. Next meeting:

*February 9*. Contact Warren Davis, x79224.

**NA-AN.** The Native American-Alaskan Native Coalition meets the *third Wednesday* of each month, 1 to 2 p.m. Next meeting: *February 15*. 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: *February 14*. Contact Al Kaulia, x78317.

**Quality Meetings.** The FAA Headquarters Quality Network meets the *first Tuesday* of each month, 2 to 3:30 p.m., conference room 8ABC. Next meeting: *February 7*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.

**Single Parents.** The Single-Parent Support Group meets the *first and third Thursday* of every month, 12 noon to 1 p.m., room 327. Next meetings: *February 2 and 16*. Contact the Employee Assistance Program, x73945.



**Toastmasters.** The FAA chapter of Toastmasters—the FAA Speechmasters—meets the *first and third Tuesday* of every month, 12 noon to 1 p.m., conference room 8ABC. Next meetings: *February 7 and 21*. Contact Caprice Lloyd, x79881, 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: *February 16*. Contact Genia Embrey, x77197.

**Volunteer Committee.** The FAA Volunteer Committee meets the *second Tuesday* of each month, 11:30 a.m., conference room 812C. Next meeting: *February 14*. Contact Margaret Powell, x67037.

## Exceptional Achievement

### Four FAAers Receive Special Recognition

The FAA's Certification and Licensing Management Team recently received an Exceptional Achievement Award from the Soaring Society of America, Inc., for serving as "exemplary examples of the commitment of the FAA to cooperation and customer service."

Though they were never formally designated as a "team," the group was recognized for working together to resolve issues related to the issuance of experimental licenses to imported sailplanes and revamp the certification process for these imports. Team members included Elizabeth Yoest, deputy director, Headquarter's Aircraft Certification Service; Barry Clements, manager, Central Region's Small Airplane

Directorate; Michael Gallagher, manager, Headquarter's Production and Airworthiness Certification Division; and Gary Nakagawa, manager, Brussels Aircraft Certification Staff.

Their work on the certification and licensing issues was cited as "one of the best examples of how government and private industry can work together to accomplish improved services, enhanced safety, and general effectiveness, on behalf of the American public."

The award—established in 1964 to recognize individuals or groups whose achievements warrant special recognition—will be presented to the team members at an awards ceremony this March in Reno, NV.

## Flightplan

**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

### 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 *Friday, February 3*, for all vacancy numbers.

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

**Networking Sessions.** The Office of Civil Rights, National Federal Women's Program is continuing its

senior manager networking/brown bag sessions in 1995. The first will be held on *Wednesday, February 8*, from 12 noon until 1 p.m. The guest speaker will be Associate Administrator for Research and Acquisitions George Donohue.

Other sessions are scheduled for *Tuesday, March 7*, with FAA Deputy Administrator Linda Hall Daschle, and *Tuesday, April 11*, with Associate Administrator for Civil Aviation Security Cathal Flynn.

Discussion topics in each session will include program initiatives, diversity, succession planning, employee development, and barriers to employment.

Interested employees can contact the Office of Civil Rights on (202) 267-5794 or (202) 267-9730 (TDD/TTY). If a sign language interpreter is required, employees must call one week in advance. For meeting location, employees may contact their Federal Women's Program Manager or Coordinator.

All employees are invited to attend.

**Women in Aviation.** The Sixth Annual Women in Aviation Conference will be held *Thursday through Saturday, March 16 through 18*, at the Adam's Mark Hotel, St. Louis, MO.

FAA Deputy Administrator Linda Hall Daschle will be a guest speaker, along with Senator Nancy Kassenbaum, (R-KS); John Olcott, president, National Business Aircraft

Association; and Eileen Collins, first female pilot on the space shuttle.

Conference topics will focus on a variety of issues ranging from the development of the Boeing 777 to smart financial investment strategies. There will also be a series of aviation-related career panels and a presentation on aerobatic flying.

During the conference, five women will be inducted into the Women in Aviation 1995 Pioneer Hall of Fame—Lorna de Blicquy, first Canadian woman to obtain an air transport license; Eileen Collins; Wally Funk, first woman aviation accident investigator for the National Transportation Safety Board; Nadine Jeppsen, founding partner of the Jeppsen company; and Jean Ross Howard Phelan, founder of the Whirly Girls.

For more information contact Dr. Peggy Baty, (618) 281-8005, or for registration information call (618) 337-7500, extension 299.

**Education Initiative.** White House guidelines issued recently by the Office of National AIDS Policy require that federal employees in major metropolitan areas receive HIV/AIDS awareness training.

Topics to be addressed in the FAA's training include HIV transmission and prevention, the necessity of support services, and related agency policy.

A question and answer period will take place immediately following each session.

All Headquarters training sessions will be held in the auditorium. The schedule is as follows:

*Wednesday, February 1*

9 to 11 a.m.

*Tuesday, February 2*

2 to 4 p.m.

*Tuesday, February 21*

9 to 11 a.m.

*Wednesday, February 22*

2 to 4 p.m.

*Thursday, February 23*

9 to 11 a.m. and 2 to 4 p.m.

Attendance will be taken at each training session, and employees may attend the session of their choice.

## Building Bulletin Board

**No Smoking.** To enhance the general appearance of the Headquarters building, and to eliminate the adverse impact of second-hand smoke, the Headquarters Building Management Staff encourages all FAAers who smoke outside the building to use the receptacles provided when discarding cigarette debris. The staff reminds FAAers that use of the designated receptacles will keep the paving blocks clean, and reduce the maintenance and repair cost of the walkways.

Several "NO SMOKING" signs have also been posted outside the main entrances to the building as well.





# Headquarters Intercom

## Highlights

**Public Forum.** The Federal Inter-agency Committee on Aviation Noise will hold a public forum at the Naval Air Station Miramar, San Diego, CA, on March 2, from 9 a.m. until 5 p.m., to exchange information on aircraft noise.

This will be the second nationwide session sponsored by the committee. The group is chaired by the DOT and includes the Department of Defense, National Aeronautics and Space Administration, and the Department of Interior.

During the forum, government agencies will present their latest research on aircraft noise, and the public is invited to provide information or make comments. Research presented will include aviation noise reduction technology and the impact of noise on people, animals, and property.

Those interested in commenting should contact Thomas Connor, FAA's Office of Environment and Energy, (202) 267-3570, no later than February 17.

**Drug Testing.** The DOT drug testing procedures now include split-specimen urine collection. Employees subject to this type of testing will have two bottles involved in their collection, and both will be shipped to the testing laboratory. If the test of bottle A is positive, the donor may request that bottle B be tested for the presence of the drug found in bottle A.

DOT's drug testing procedures apply to any employee occupying a safety or security-sensitive position, where job duties and/or responsibilities have a direct impact on public safety.

turn to **Highlights** on page 2



## Outstanding Support

AirLifeLine, a non-profit, emergency medical evacuation group, recently honored the FAA for its outstanding support during the past 16 years. AirLifeLine provides free air transportation to patients who must be transported to a distant medical facility for treatments, transplants, or operations. Patients who do not have the financial resources to afford commercial transportation are flown by private pilots who volunteer their time, skill, aircraft, and fuel. Since 1978, AirLifeLine has flown over 8,000 missions and 5 million miles. Accepting the award for the agency were FAA Administrator David Hinson, right, and Director of Air Traffic Bill Jeffers, left.

A plaque was presented to Hinson and Jeffers by Jon Wurtzburger, a member of the national board of directors for AirLifeLine. "To us at AirLifeLine, the FAA is not a nameless group of men and women controllers sitting in some regional center or terminal radar approach control facility," said Wurtzburger, "they are quite a bit more than that. They are a highly skilled, resourceful, and very caring group of individuals who carry an inordinate amount of responsibility."

## Travelers First

### Peña Initiates Plan to Assure Fliers Top-Quality Service and Fair Treatment

To ensure top-quality service and fair treatment for airline passengers, DOT Secretary Federico Peña recently initiated "Travelers First"—a comprehensive plan that includes closer scrutiny of airline advertising, the first-ever intensive review of airline frequent flyer programs, and heightened oversight of

airline scheduling and booking.

As part of the new "Travelers First" initiative, Peña moved the Office of Consumer Protection—formerly the Office of Consumer Affairs—into the Enforcement Division of the General Counsel's Office. In addition to han-

turn to **Travelers** on page 3

## Highlights *from page 1*

For more information on split-specimen testing and collection, or the Drug and Alcohol-Free Workplace Program, employees may contact their drug program coordinator.

**Breaking Ground.** Ground has been broken for a new air traffic control tower at Minneapolis-St. Paul International Airport.

The \$10.7 million tower will be completed in late 1996, and will replace the existing tower which was opened in 1963. The new glass-enclosed cab will be 160 feet above ground—37 feet higher than the present cab—and will provide controllers with unrestricted views of the airport's runways and taxiways. The 850 square-foot tower cab will be more than twice the size of the existing facility.

Included in the new equipment will be Quick Scan radar that will permit simultaneous landings on the airport's parallel runways during inclement weather conditions. Ground radar will also enable controllers to monitor taxiing aircraft and vehicular traffic in low visibility conditions.

The airport's terminal radar ap-

proach control facility will also be renovated as part of the project.

**NPR Partnerships.** The FAA's Air Traffic organization, along with the National Association of Air Traffic Specialists, has chartered a National Partnership Council to help achieve the goals of the National Performance Review (NPR). The council follows an NPR mandate that all federal agencies establish partnerships with their labor unions to achieve the goals of reinvention and reform of government operations.

The group includes five union representatives, and five management representatives from both Headquarters and the field. Their guiding principle is to improve the quality and efficiency of service to both internal and external customers.

The council handles issues that include diversity training, Sunday premium pay, in-service placement, and how to involve external customers in the council's decisionmaking process. The group also promotes the joint training of all members in the FAA Center for Management Development course, the "Partnership Challenge."

**Moving Ahead.** The efforts of the FAA's Acquisition Review Committee recently paid off when the agency approved the procurement of Voice Switching and Control Systems for Memphis and Albuquerque Air Route Traffic Control Centers.

The committee—made up of senior managers—ensures that the agency's limited financial and personnel resources are directed toward fully justified and valid needs; evaluates approved programs to assist in the transition to the next acquisition phase; and evaluates acquisition plans for sound and thorough strategies. The group reports its findings to Associate Administrator for Research and Acquisition George Donohue.

**Landmark Conference.** The first annual Russian-American Aerospace and Aviation Conference was held last month in San Diego, CA. The

theme was "Civil Aviation in the Free Market Economy."

The event, organized by the FAA in cooperation with the Russian Federation Department of Air Transportation, brought high-ranking Russian aviation officials, owners and chief executives of over 80 leading Russian aviation enterprises, together with their American counterparts, for four days of meetings, discussions, and exhibits.

To start things off, FAA's Office of International Aviation Director Joan Bauerlein welcomed participants, calling the conference a "landmark event."

Topics covered during the conference included the charter of civil aviation authorities, certification, legislative requirements, safety, and new technology, such as the Global Positioning System.

**Improved Service.** Employees of the Lambert St. Louis International Airport's Air Traffic Control Tower and Terminal Area Radar Approach Control facility were honored by Director of Air Traffic Bill Jeffers for the success of their traffic management initiative.

The initiative began last year with a plan to test new procedures that would increase the efficiency of the airport and help airlines save money. Employees at the facility measured the success of the plan through pilot comments. The group received over 900 comments from pilots operating through St. Louis, with 85 percent indicating fuel savings and improved service.

A plaque, presented by Jeffers to the facility, read "in recognition of your team efforts in improving customer service and operational efficiency for aviation users."

**New Number.** The Washington Operations Center, ADA-30, has a new telephone number—(202) 267-3333. The new number now allows five-digit dialing from within the DOT/FAA Washington telephone network.

The old number, (202) 863-5100, will be forwarded for the next three months to augment the transition.

## Headquarters Intercom

February 7, 1995  
No. 95-5

**Diane Spitaliere**  
Manager  
Employee Communications Branch

**Briar S. Haggett**  
Editor

**Mario Toscano**  
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## Travelers *from page 1*

...dling individual consumer complaints, the new office will have a slightly expanded ability to undertake on-site investigations of air carriers and systematic reviews of airline advertising and other consumer practices.

"Travelers First addresses a range of concerns and frustrations I've been hearing about as I travel around the country," said Peña. "Travelers expect to be treated fairly when they deal with airlines." He said the initiative involves no new regulations, only better enforcement of those already in place.

Peña stressed his desire to work cooperatively with U.S. airlines to achieve greater customer satisfaction with airline service. He said that the DOT would enhance and strengthen oversight of airline advertising—particularly things like promotions for "two-for-one" and "50 percent off" fares, whether a reasonable number of seats are available for advertised fares, and adequate disclosures about restrictions. The department will also ensure that tour operators of charters properly safeguard consumer funds, and heighten scrutiny of airline scheduling that is unrealistic and overbooking when passengers cannot be accommodated. For the first time, the DOT will require airlines to disclose restrictions and limitations on the use of frequent flyer awards. The DOT will also reaffirm airlines' responsibilities for compliance with rules providing for access for travelers with disabilities, particularly those with wheelchairs.

Peña has also scheduled meetings with local and national consumer leaders to discuss how the DOT can better serve consumers without additional regulations. The first two are scheduled for February 24th and March 15. During each session, break out groups will discuss: the changing role of the DOT as liaison for travelers to assure that their needs come first; safety information that includes encouraging safe traveling practices and providing accurate safety-related information; and drafting a Travelers Bill of Rights.

## DOT Talk

DOT Secretary Federico Peña continues to look for suggestions, comments, and concerns from both employees and customers on how to best shape the future of the department. A toll-free phone line—1-800-215-0993—and fax number—(202) 366-9693—have been set up to record feedback on the department's restructuring efforts.

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The latest versions of *DOT Talk* are available through e-mail as well. FAAers wishing to send e-mail messages to the Office of the Secretary on the restructuring effort can address their messages to DOTTalk.

## Honored Guest

### *FAA's First International Professional Exchange*

Colombian physician Eduardo Mera Ospina is the first international exchange specialist to spend one year at the FAA's Civil Aeromedical Institute (CAMI) as its official guest.

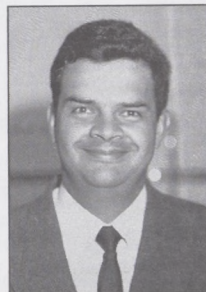
Dr. Ospina, here under the auspices of the FAA's Office of Aviation Medicine, is assigned to CAMI's Aeromedical Education Division in Oklahoma City. He is involved in day-to-day operations by providing altitude training for FAA flight crews and civilian airman, and is actively involved in the development and dissemination of aeromedical educational material to the civilian aviation community.

Ospina, chief of the Aviation Medicine Division of the Colombian National Police Air Service, is scheduled to remain at CAMI until June 1. Until then, he will work closely with his mentor and manager of the facility Aeromedical Education Division, Dr. Melchor Antunano.

The FAA supports the U.S. International Visitor Exchange Program which creates a platform for interaction between aviation medicine professionals, and enables the exchange of scientific information while pro-

...moting the FAA's prominence in civil aviation medicine.

The program allows qualified foreign specialists to enter the U.S. for periods up to three years to conduct studies, and exchange information and expertise at FAA facilities at minimum cost to the agency.



*Eduardo Mera Ospina*

## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30 to accommodate the increased demand for early-out and buyout retirement estimates.

The Office of Labor Relations encourages all employees, including managers and supervisors, to use the telephone retirement system—1-800-888-4412—for retirement planning purposes.

## Flightplan

**Networking Sessions.** The Office of Civil Rights, National Federal Women's Program is continuing its senior manager networking/brown bag sessions in 1995. The first will be held on *Wednesday, February 8*, from 12 noon until 1 p.m. The guest speaker will be Associate Administrator for Research and Acquisitions George Donohue.

Other sessions will be held on *Tuesday, March 7*, with FAA Deputy Administrator Linda Hall Daschle, and on *Tuesday, April 11*, with Associate Administrator for Civil Aviation Security Cathal Flynn.

Discussion topics will include program initiatives, diversity, succession planning, employee development, and barriers to employment.

Interested employees can contact the Office of Civil Rights on (202) 267-5794 or (202) 267-9730 (TDD/TTY). For meeting location, employees should contact their Federal Women's Program manager or coordinator. If a sign language interpreter is required, employees must call one week in advance.

All employees are invited to attend.

**Forecast Conference.** The 20th annual Commercial Aviation Forecast Conference will be held *Friday, March 3*, from 8:30 a.m. until 5 p.m., at the Mayflower Hotel in Washington, DC. This year's theme is "Restructuring for Growth and Profitability."

FAA Deputy Administrator Linda Hall Daschle will make the agency's keynote address. DOT Secretary Federico Peña will make the keynote address for the department.

The conference will address the changes in commercial aviation due to industry restructuring, and their implications on aviation growth and profitability.

For registration information contact Helen Kish, Systems Resource Management, Inc., (301) 949-7477, or by fax on (301) 949-5154.

## No Place Like Home

### Daschle Visits FAA Regional Headquarters in Kansas City

During a two-day whirlwind tour of Kansas, FAA Deputy Administrator Linda Hall Daschle met re-

nology Center and a trip to Salina Tower. In Wichita, her final stop, Daschle was honored by Kansas Governor Joan Finney with the Governor's Honors Award for Aviation for her outstanding contributions in the field. The award was presented during the Kansas Aviation Museum's annual Wright Brothers Dinner.



cently with local state aviation directors, educators, and fellow FAAers.

The trip was a homecoming for Daschle, who started her career in aviation as an official weather observer for the FAA while attending Kansas State University.

Daschle, a native of Kansas, made her first stop in Kansas City. There she toured the regional headquarters building, and stopped at



While in Wichita, Daschle also toured the National Institute for Aviation Research at Wichita State University, Cessna Aircraft Corporation, Learjet, Inc., and the FAA facilities at Wichita's Mid-Continent Airport.



Wilcox Electric, Inc., for a demonstration of their differential Global Positioning Landing System. Daschle's next stop, in Salina, KS, included a visit to Kansas State University's Aeronautical Tech-

*Top Left:* FAA Deputy Administrator Linda Hall Daschle, left, meets with Central Region's Judy Shiffrin, Program Management Branch manager, Flight Standards Division. In the background, from left to right, are Regional Administrator John Turner, Public Affairs Officer Sandra Campbell, and Flight Standards Division Manager Ben Tollison.

*Center:* FAA Deputy Administrator Linda Hall Daschle, right, accepts the Kansas Governor's Honors Award for Aviation from Governor Joan Finney.

*Bottom Left:* FAA Deputy Administrator Linda Hall Daschle meets with the press at Wichita State University.

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

# Headquarters Intercom

## Denver Opening

*Airport Scheduled to Begin Operations February 28*



*The new Denver International Airport in March of last year.*

After several delays, the new Denver International Airport is scheduled to open on February 28.

Air traffic controllers at Stapleton Tower will host news media representatives during the facility's final hours as the last aircraft depart Denver's current airport. Near midnight on the 27th, the Denver Terminal Radar Approach Control facility will switch operations from Stapleton to the new airport. Early the next morning—opening day—the first scheduled commercial aircraft will be cleared to land

at the new airport. DOT Secretary Federico Peña, FAA Administrator David Hinson, and Denver Mayor Wellington Webb are expected to be on hand for the grand opening.

Final checks are currently being made on all aspects of the new airport, including navigational aids, security, and radar and communication equipment.

Air traffic controllers will also receive refresher training before closing Stapleton and inaugurating service at Denver International.

## Land, Sea and Air

*Peña Announces Selected Proposal for New DOT Structure*

After a month of intense departmental analysis, and consultation with Congress, state and local authorities, employees and union representatives, and the public, DOT Secretary Federico Peña announced a consolidation proposal for the restructuring of the department. Referred to by many as the land, sea, and air proposal, it is made up of three distinct entities: Intermodal Transportation Administration, the United States Coast Guard, and the Aviation Administration.

*turn to DOT Structure on page 3*

## Highlights

**Changing Planes.** DOT Secretary Federico Peña recently proposed that airlines and ticket agents be required to notify passengers about any change of planes when they book a trip with a single flight number.

The proposal would require carriers to notify consumers when they book transportation on a flight with a single number that there will be a change of planes. It would also require that written notice of the changes be provided at the time of sale.

The new rule would apply to both flights using a single number in which passengers change from one plane to another, and those involving transfers between multiple flights and a single plane, often called "funnel flights."

Peña said the proposed rule would reduce passenger confusion and not harm competition, while enabling consumers to make well-informed decisions when purchasing air transportation.

**Office Expansion.** Demonstrating a strong commitment to the free-flow of information and openness in government, the FAA has established a Freedom of Information Act (FOIA) office with expanded staff to provide policy and program guidance on FOIA requests.

The office is charged with developing and implementing national FAA FOIA policy and procedures, as well as coordinating the processing of Headquarters requests. It will also undertake steps to improve agencywide FOIA training that focuses on procedural requirements,

*turn to Highlights on page 2*

## Highlights *from page 1*

compliance, and exemptions.

Consistent with the recommendations of the joint DOT/FAA 757 Wake Vortex Review, the office was expanded within 90 days. The review recommended that the FAA increase staffing to provide greater emphasis on FOIA training and accountability.

The five-person staff reports directly to the assistant administrator for Public Affairs.

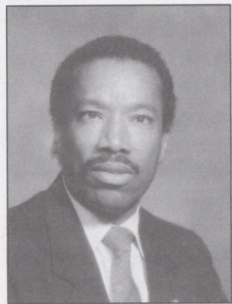
**Telecommuting Update.** The federal government and Fairfax County, VA—through a federal-local partnership—are planning to open a telecommuting center in Fairfax County by March 1. The center will be located at the Fairfax County Government Center, 12000 Government Center Parkway, in Fairfax, VA.

Participation at this center is expected to be very limited due to the fact that not every workstation would be equipped with a personal computer and a modem. Electrical hookups will be provided for telecommuters to use laptop or notebook computers.

Employees interested in being

placed on the waiting list for the new center can contact Nancy Hurmence, 267-3903. Names will be placed on the list in the order they are received.

**New Deputy Director.** FAAer William Traylor is the new deputy director of the agency's Logistics Center in Oklahoma City. He currently serves as the manager of the Aircraft Programs Division in the Office of Aviation System Standards.



William Traylor

Traylor began his FAA career as an electronics technician in Sacramento, CA. He has served in various

technical and management positions across the agency during his 26 years of government service.

Traylor brings a diverse background to the FAA which includes stints in Airway Facilities, Air Traffic, Aviation Standards, and the FAA Academy's technical training area.

In his new position, Traylor will be responsible for the FAA Logistics Center's 650 employees who serve 28,000 agency facilities worldwide. They support over 100,000 stock items and in 1994, operated with a budget in excess of \$100 million.

**Business Transition.** To serve building occupants in an orderly fashion during the transition to the FAA Lines of Business, the Headquarters Facilities Management staff now reports to Associate Administrator for Administration Dale McDaniel.

All building services and operations will continue to function as usual without interruption or delay. Rosa Flores will continue as manager of the staff, now AAD-50. She can be reached on 267-8855, in room 222.

**Canceling FAA World.** Publication of the agency's monthly magazine, *FAA World*, has been canceled.

The last issue was dated April 1994.

The decision was based on reader survey results, and budget and staffing constraints.



## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30 to accommodate the increased demand for early-out and buyout retirement estimates.

Between March and December 1994, the system had provided 18,769 estimates for 8,756 FAA employees. On December 20, the day of the most recent buyout announcement, the system produced nearly 120 estimates for employees.

The General Services Administration also requested a demonstration of the system for their Benefits staff, to test future applicability as part of their reengineering efforts.

The Office of Labor Relations encourages all employees, including managers and supervisors, to use the telephone retirement system—1-800-888-4412—for retirement planning purposes.

Employees can request as many estimates as they want, and can project a retirement date until the year 2030.

## Headquarters Intercom

February 14, 1995  
No. 95-6

**Diane Spitaliere**  
Manager

Employee Communications Branch

**Briar S. Haggett**  
Editor

**Mario Toscano**  
Staff Writer

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# DOT Structure

from page 1

"I chose this organizational structure because we determined that there is a tremendous synergy between safety and infrastructure—so much that breaking them into separate organizations did not provide our customers with the best service," said Peña.

Under the proposal, the Aviation Administration will include the FAA's safety, development, and regulatory functions, as well as commercial space transportation and certain aviation functions now performed in the Office of the Secretary. The functions currently carried out by the Federal Highway, Railroad, Transit, and Maritime Administrations, and the National Highway Traffic Safety Administration, will be included in the new Intermodal Transportation Administration. The safety-related responsibilities of the Research and Special Projects Administration will also be incorporated in this Administration. The Coast Guard will maintain authority over maritime navigation, communication and safety standards. The St. Lawrence Seaway would become a free-standing, self-sustaining entity.

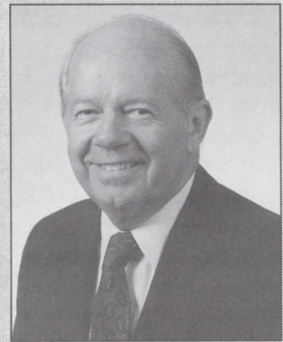
The Secretary affirmed that the Administration will move forward with a formal legislative proposal later this month to recast the air traffic control operations of the FAA as an independent governmental corporation.

Peña cited employee comments and suggestions as "critical to his decisionmaking." In a letter to all employees, he said, "over the coming weeks and months, we will continue to work with you and your representatives, as well as Congress, our partners in state and local governments, and the transportation industry to ensure that through this restructuring we can better serve our customers: the American people."

The restructuring proposal was included in the President's budget submission to Congress on February 6.

## High-Level Lunch

*Brown Bag It with Administrator Hinson*



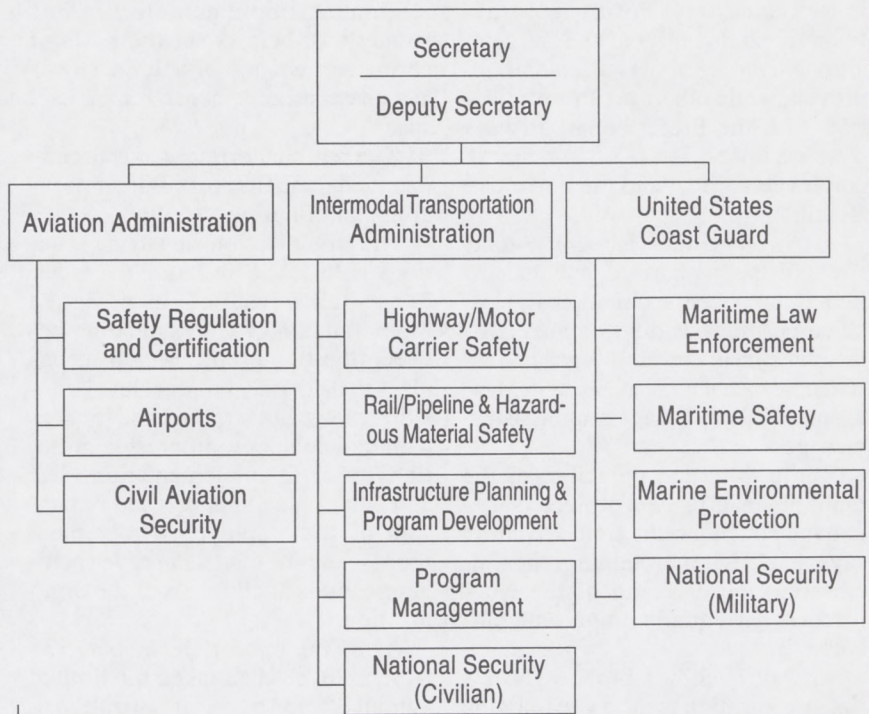
Employees will soon have another opportunity to discuss agency issues over lunch with FAA Administrator David Hinson and Deputy Administrator Linda Hall Daschle.

The brown bag luncheon is scheduled for Wednesday, March 1, 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 outside the FAA Headquarters cafeteria. Headquarters FAAers not located in the main building may submit the required information to Briar Haggett, APA-340.

The cut-off date for submissions is Wednesday, February 22. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the Administrator and the deputy.

## U. S. DEPARTMENT OF TRANSPORTATION (PROPOSED)



# Administrator's EEO Awards

*Nominations Due in the Office of Civil Rights by February 28*

Nominations for the Eighteenth Annual Administrator's Award for Excellence in Equal Employment Opportunity are being accepted through February 28 in the Office of Civil Rights.

Nominations are based on activities and accomplishments during the 1994 fiscal year. They can be for internal, as well as external, activities.

Special attention should be given to employee contributions in the following areas:

- Federal Women's Program.
- Hispanic Employment Program.
- People with Disabilities Program.

➤ Recruitment and upward mobility activities.

➤ Promoting Disadvantaged Business Enterprises.

➤ Historically Black Colleges and Universities Program.

➤ Hispanic Association of Colleges and Universities

➤ Promoting aviation careers among women, minorities, and people with disabilities.

All nominees' achievements should clearly evidence EEO involvement above and beyond current position requirements. A nomination should provide specific dates and details, including the accomplishment and the outcomes. They must be signed by a member of the management board and en-

dorsed by an organization's servicing civil rights officer. An original nomination form and eight copies must be included in the package. A 3" by 5" black and white glossy photograph may also be included.

A panel, made up of FAAers involved in equal employment opportunity programs in Headquarters and field organizations will review all nominations and make recommendations to the Administrator.

All nominations will be reviewed on an equal basis. Awardees will not be selected based on location, grade, sex, race, disability, or occupation.

An awards ceremony is expected to be scheduled this Spring in Washington, DC.

For more information, call Al Mendez, ACR-5, (202) 267-3262.

## Moving Ahead

### *Airway Facilities Realignment Proceeding as Planned*

The implementation of the Airway Facilities national realignment plan is well underway. Position descriptions for some regional and field positions have been classified and approved, while others are in coordination with the Professional Airways Systems Specialists (PASS)—the AF employee union—and the Executive Board.

Airway Facilities Director Archie Archilla has authorized regional offices to implement such nationally classified positions as division and assistant division managers, branch and assistant branch managers, System Management Office managers and assistant managers.

While the main objective of the realignment is to meet projected budget and staffing reductions, Archilla says that "first maintaining, then increasing, the diversity of the work force is an equally important outcome."

Airway Facilities is the agency's first organization to put a streamlining plan in motion.

Last October, the Executive Re-

source Committee authorized \$11.4 million for the fiscal year 1995 realignment implementation. This money will help cover the costs of permanent change-of-station moves and lease arrangements for official space.

The regional offices have already received their first installment of realignment funding.

The organization began negotiations with PASS in late November. These talks resulted in a signed Memorandum of Understanding between the two groups which recognizes that not only national level transition plans, but regional and local as well, are subject to interest negotiations prior to implementation. The agreement also supports the expansion of the employee involvement process and continued improved communications at all levels of the organization.

As of the end of December, 233 AF employees had taken the limited buyout offered by the organization to help Airway Facilities meet its reorganization and consolidation plans.

## People

**Toastmasters Success.** Three members of the FAA Speechmasters—the agency chapter of Toastmasters International—were recently honored by the group for their accomplishments during 1994.

Connie Streeter, Flight Standards Service, received the best speaker of the year award, and Ray Kelly, Operational Support Service, won best table topics or impromptu speaker. Caprice Lloyd, Office of Aviation Policy, Plans, and Management Analysis, won the best evaluator of the year award.

Lloyd also won the agency's recent evaluation contest, and went on to win second place in the Toastmasters area contest. From there, she represented the area in the district 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 Lloyd, 267-9881, or Steve Black, 267-9094.



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

# Headquarters Intercom

## Showplace of the Future

*New Tower Dedicated at  
John F. Kennedy  
International Airport*



Authority of New York and New Jersey

*The new air traffic control tower at John F. Kennedy International Airport, Jamaica, NY. The old tower can be seen to the right.*

The second tallest air traffic control tower in the country now stands at 321 feet at New York's John F. Kennedy International Airport. The tallest is at the new Denver International Airport. Kennedy Tower—the centerpiece of New York's busiest airport—will be the third tallest in the world, after Schipol Tower in Amsterdam, Holland, and Denver.

The FAA and the Port Authority of New York and New Jersey dedicated the new air traffic control tower on

January 25. It replaces the existing tower which was built in the 1950s.

During the dedication ceremony, FAA Administrator David Hinson said “here we have a showpiece of what we've achieved—and a showplace of our future system.” He said the tower “represents the finest the FAA can offer in terms of technology, housing state-of-the-art equipment, including, the airport surveillance radar and communications equipment. It will enhance both

*turn to JFK on page 5*

## Run for the Money

*Peña Presents the DOT's Fiscal Year 1996 Budget*

Building on the recent announcements on innovative financing and departmental reorganization, DOT Secretary Federico Peña presented the DOT fiscal year 1996 budget to the U.S. Congress on February 6. He called it a “hefty downpayment” on

the total of \$6.4 billion in cuts committed for deficit reduction, tax relief, and government streamlining envisioned in President Clinton's Middle Class Bill of Rights.

In proposing a \$36.9 billion fiscal  
*turn to Budget on page 4*

## Highlights

**EEO Awards.** The due date for nominations for the Eighteenth Annual Administrator's Awards for Excellence in Equal Employment Opportunity (EEO) is February 28, in the Office of Civil Rights.

Nominations are based on activities and accomplishments during the 1994 fiscal year, and can be for internal, as well as external, activities.

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

A panel, made up of FAAers involved in equal employment opportunity programs in Headquarters and field organizations, will review all nominations and make recommendations to the Administrator.

For more information, call Al Mendez, ACR-5, (202) 267-3262.

**Airport Fees.** Earlier this month, the DOT announced its policy on new or increased fees that airports can collect from airlines and other users, and established rules for handling complaints about the fees. The policy applies to rates and charges imposed on all airport users, although only air carriers will be authorized to file complaints using the expedited procedures.

DOT Secretary Federico Peña said the policy, which is organized into five general principles, will form the basis for evaluating any complaints about, or challenges to, airport rates and fees. The five principles are that: the DOT prefers direct local negotiation between airports and their users whenever possible; rates, fees, and  
*turn to Highlights on page 2*

## Highlights from page 1

charges to airport users must be fair and reasonable; unjustly discriminatory rates and charges will be prohibited; airport owners must adopt a fee structure that makes the airport as self-sustaining as possible; and airport owners may spend revenue generated by the airport only for purposes allowed by law.

The policy is effective immediately.

**DOT Talk.** The DOT has received more than 250 responses from department employees across the country since the initiation of the DOT Talk toll-free telephone number, fax line, and Internet and e-mail connections.

Employees provided their views on the proposed options for the restructuring, including ideas on alternative restructuring options, suggestions for cutting costs, and questions on how their personal circumstances would be affected by the restructuring.

Comments were forwarded to the appropriate restructuring task force for consideration and review.

**Smoking Ban Talks.** In another step toward smoke-free skies, DOT Secretary Federico Peña granted antitrust immunity to eight U.S. and foreign airlines to discuss a mutual ban on smoking on transatlantic flights.

These discussions follow last November's agreement between the U.S., Canada, and Australia to ban smoking on flights operated among the three countries by their carriers. "The talks put us closer to our goal of banning smoking on all international flights," said Peña.

The carriers participating in the discussions are American Airlines, Continental Airlines, Northwest Airlines, Trans World Airlines, United Airlines, USAir, British Airways, and KLM Royal Dutch Airlines.

Peña also noted that the International Civil Aviation Organization has set a goal of prohibiting smoking

on all international flights by July 1, 1996.

**New Approach.** The FAA is taking a new approach to performance management for members of the senior executive service (SES). As part of a pilot program, a three-tier rating system—made up of fully satisfactory, minimally satisfactory, and unsatisfactory levels—will be used to rate SESers.

Performance elements will be results-oriented and flow from the FAA's strategic plan and the Administrator's performance agreement with the DOT Secretary. In addition, the new format includes a look at executive competencies. The Administrator has asked that all SES performance plans be drafted in accordance with the new guidelines.

"The link between performance objectives and the agency's strategic objectives becomes even more critical as the FAA moves ahead with restructuring, reengineering, streamlining and flattening the organiza-

## Locality Pay

### Washington, DC, Federal Employees See a 3.22 Percent Increase

The new locality pay rates for most General Schedule federal employees went into effect the first full pay period in January. Employees received a two percent base pay raise, and an applicable locality pay increase. Locality increases ranged from .13 percent in San Francisco, CA, to 2.28 percent in Miami, FL. The total increase—the amount employees actually see in their paychecks—for

the Washington, DC area was 3.22 percent.

Exceptions to the pay raise include employees receiving a special pay rate, interim eight percent locality pay, or special law enforcement locality pay. Federal employees outside the contiguous U.S. did not get locality pay increases either.

The 1995 Washington, DC area pay schedule is:

	(Annual Rates by Grade and Step)									
	1	2	3	4	5	6	7	8	9	10
GS-1	\$12,806	\$13,234	\$13,659	\$14,084	\$14,511	\$14,761	\$15,180	\$15,604	\$15,623	\$16,015
2	14,398	14,741	15,219	15,623	15,795	16,259	16,723	17,187	17,651	18,115
3	15,711	16,235	16,760	17,284	17,808	18,332	18,857	19,381	19,905	20,429
4	17,637	18,225	18,812	19,400	19,987	20,575	21,162	21,750	22,337	22,925
5	19,732	20,390	21,049	21,707	22,365	23,023	23,681	24,340	24,998	25,656
6	21,995	22,728	23,461	24,194	24,927	25,660	26,393	27,126	27,859	28,592
7	24,441	25,255	26,069	26,884	27,698	28,512	29,327	30,141	30,955	31,770
8	27,068	27,970	28,872	29,774	30,676	31,578	32,479	33,381	34,283	35,185
9	29,898	30,895	31,892	32,889	33,885	34,882	35,879	36,876	37,873	38,869
10	32,926	34,024	35,122	36,220	37,318	38,416	39,514	40,612	41,710	42,808
11	36,174	37,380	38,586	39,791	40,997	42,203	43,408	44,614	45,819	47,025
12	43,356	44,802	46,247	47,692	49,137	50,582	52,027	53,472	54,917	56,362
13	51,557	53,275	54,993	56,711	58,430	60,148	61,866	63,584	65,303	67,021
14	60,925	62,956	64,986	67,017	69,047	71,078	73,108	75,139	77,169	79,200
15	71,664	74,053	76,442	78,832	81,221	83,610	85,999	88,388	90,777	93,166

tional structure," said FAA Administrator David Hinson.

This is the first in a move to change the performance management system for all agency employees. The Office of Personnel Management recently issued proposed regulatory changes which will permit greater flexibility and encourage agencies to tailor non-SES performance management programs to meet organizational needs and the various work force cultures.

A project team within the FAA is currently developing a proposal for a new performance management system for non-SES employees.



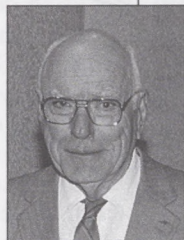
Charles Schuck

**Master Mechanics.** In a recent ceremony at Headquarters, FAA Administrator David Hinson presented two aviation maintenance professionals with the Charles

Taylor "Master Mechanic" award.

The recipients were John Crawford, owner and operator of the Maryland Airport, and Charles Schuck, the Experimental Aircraft Association's Washington, DC representative.

The award recognizes aviation maintenance technicians who have been employed in the profession for 50 years and held an FAA mechanic certificate for at least 40 of those years. It is named in honor of Charles Taylor, the original aviation mechanic who designed and built the first aircraft engine and maintained subsequent engines for the Wright brothers.



John Crawford

**Extended Authority.** To provide the agency with the maximum flexibility to accomplish targeted downsizing goals, the Office of Personnel Management has extended the FAA's authority to offer voluntary early retirements until September 30.

## 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 brown bag luncheon is scheduled for Wednesday, March 1, 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 outside the FAA Headquarters cafeteria. Headquarters FAAers not located in the main building may submit the required information to Briar Haggett, APA-340.

The cut-off date for submissions is Wednesday, February 22. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the Administrator and the deputy.



The segments of the FAA work force to whom early outs are being offered are identified on the coverage charts dated March 10 and December 22, 1994. These charts are available from the Human Resource Management Division, along with additional information and forms.

**Helpful Hints.** To clarify any confusion regarding the appropriate naming of organizations within the new agency structure, Acting Associate Administrator for Administration Dale McDaniel has issued the following guidance.

Organizational levels are defined as Administrator, level 1; Assistant and Associate Administrators and Chief Counsel, level 2; office and service, level 3; and division, program, or integrated product team, level 4.

Organizations are free to adopt any titles they deem appropriate below the office and service level; however, no office or service director will report to another office or service director. Functional statements should describe organizations through the fourth level. These fourth level offices will not establish separate prefixes in their routing symbols, nor will they be

referred to as offices.

McDaniel says he hopes this will facilitate horizontal integration as the agency moves to the new lines of business organization. "As a general principle of organizational design, standardization of naming conventions promotes clear communication and understanding regarding the formal reporting relationships between organizations."

## Headquarters Intercom

February 21, 1995  
No. 95-7

**Diane Spitaliere**  
Manager

*Employee Communications Branch*

**Briar S. Haggett**  
Editor

**Mario Toscano**  
Staff Writer

**Michael A. Malden**  
Art Director

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Office of Public Affairs  
Employee Communications Branch  
APA-340*

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Washington, DC 20591  
(202) 267-3441*

## 1996 Budget *from page 1*

year 1996 budget, down from \$38.9 billion in fiscal year 1995, Peña said the department is “stepping up to the plate, taking our share of responsibility for cost-cutting. Through reinvention, I am preserving, and in many areas increasing, DOT’s ability to enhance safety, stimulate public and private investment in transportation, and uphold our national security responsibilities.”

Peña encouraged Congress to act on the air traffic control reform proposal, saying it “is an excellent example of reinventing and downsizing government.” On February 14, he testified before Congress to set the stage for introducing the formal legislative proposal to establish the air traffic control corporation. The proposal was not included in the 1996 budget because it would not go into effect until fiscal year 1997.

Saying “the department will make no compromises in safety,” Peña mentioned the increase in FAA standards and certification inspectors by 253 over the fiscal year 1995 request—this would result in a total work force of 3,315 by the end of fiscal year 1996, 19 percent above fiscal year 1994 levels. Further, said Peña, “the restructuring of the DOT itself reinforces

our commitment to safety because each of our three core units—the FAA, the new Federal Intermodal Administration, and the Coast Guard—will now have a specific safety office reporting directly to the administrator.”

The DOT’s 30 separate capital grant programs will be consolidated into a new \$24.4 billion Unified Transportation Infrastructure Investment Program, which accounts for over two-thirds of the budget. The program is designed to give greater flexibility and discretion to state and local decisionmakers.

The proposed budget reflects the accelerated streamlining effort begun two years ago, and also the vision Peña espoused in his December 19 departmental restructuring statement of “building bridges, not bureaucracy; picking real priorities, not pork; moving people, not paper; and, above all, ensuring traveler safety.”

He said the safety of the traveling public is the department’s “number one priority, and our most solemn duty. Together with our restructuring, this budget will enable us to perform that duty even more effectively.”

## Navigational Star

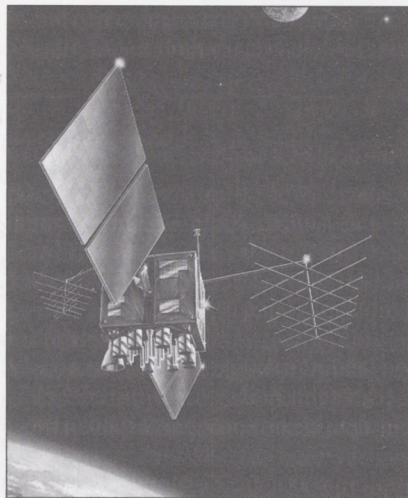
### *Hinson Tells How GPS Will Change the Future of Aviation*

In a recent multi-media presentation at the Air and Space Museum, FAA Administrator David Hinson called the Global Positioning System (GPS) a “new navigational star for aviation.”

The interactive session called “Changing Course: The Future Direction of Air Transportation,” included a video on GPS, computer animation of the Wide Area Augmentation System and GPS satellite internal and external components, and a demonstration of an actual GPS receiver. The computer animation captivated the audience as Hinson spoke on the different aspects of GPS.

Hinson explained that the technology is now available for use on aircraft equipped with an FAA-certified GPS receiver. “These receivers use the GPS satellites as precise reference points to triangulate the aircraft’s position anywhere on or near the Earth.”

Early last month, the FAA ap-



*Artist's rendering of a GPS satellite.*

proved use of the GPS as a primary means of navigation for over-the-ocean and remote aircraft operations, with certain restrictions.

Hinson told the audience that the GPS Industry Council reported sales

of over half a million receivers since 1989. He said “the Council estimates that by the end of the decade, the total market for receiver equipment—all users, not just aviation—will exceed 5 billion dollars.”

“For the United States,” said Hinson, “GPS makes good economic sense, as we will be able to phase out our more costly ground-based systems.” He said that for countries ill-equipped to handle the coming growth in air travel, GPS offers an attractive alternative technology. A satellite-based navigation and air traffic management system can be put in place for a fraction of the cost of a radar-based infrastructure, and can be up and running more quickly than those based on radar.

Calling GPS the new navigational star, Hinson said, “it is showing us the surest and safest route to a destination certain to be as exciting and as surprising as the path we’ve already traveled.”

## Historic Conference

### U.S. Leads Central and Eastern Europe Regional Airspace Initiative

Officials from the FAA and Department of Defense recently met with military aviation officials from Poland, Hungary, and the Czech and Slovak Republics to endorse a strategy to establish a common airspace system in Central and Eastern Europe.

The historic three-day conference in Trencin, Slovakia, culminated with an agreement to establish a common airspace system architecture, and the regional sharing of radar and air defense information. The agreement is the result of a year-long effort that began with President Clinton's visit to Prague last January. During the visit, the President offered U.S. support for Central and Eastern European countries to establish a regional air traffic control and airspace management system.

Last March, following the U.S. commitment to fund the study for a regional design, Frank Colson, ex-

ecutive director of the Department of Defense Policy Board on Federal



The U.S. and Visegrad group representatives sign the historic Central and Eastern Europe Multilateral agreement of understanding on Airspace. Representing the U.S. are Patrick Poe, director of the FAA's Europe, Africa and Middle East Office, second from left, and Emmet Paige, Assistant Secretary of Defense, third from left.

Aviation, and a group of senior FAA officials traveled to Hungary, the Czech Republic, and Poland.

In June, Mitre Corporation under contract to DOD, began the comprehensive study that actually led to the agreement. Mitre's team surveyed all significant sites in the four eastern countries, examined their radar, com-

munications, and automation requirements for a joint civil and military system, and assessed the status of existing air traffic control systems.

Mitre's report concluded that although investments have been made to modernize the air traffic control systems in all four countries—also known as the Visegrad group after the Hungarian city where their respective leaders first met in 1991—the efficiency of airspace management must be improved. Major capital investments are required to increase the effectiveness of operations while reducing

the scale of infrastructure and cost of ownership.

The second phase of the initiative, expected to last between five and seven years, has an estimated price tag of \$25 million for the upgrade of radar and communications in these countries, including digitizing radar and establishing command centers.

## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30 to accommodate the increased demand for early-out and buyout retirement estimates.

Between March and December 1994, the system had provided 18,769 estimates for 8,756 FAA employees. On December 20, the day of the most recent buyout announcement, the system produced nearly 120 estimates for employees.

The General Services Administration requested a demonstration of the system for their Benefits staff, to test future applicability as part of their reengineering efforts.

The Office of Labor Relations encourages all employees, including managers and supervisors, to use the telephone retirement system—1-800-888-4412—for retirement planning purposes.

Employees can request as many estimates as they want, and can project a retirement date until the year 2030.



## JFK *from page 1*

efficiency and safety at the airport.”

Construction of the tower began in the fall of 1988 by the general contractor Koren-DiResta Construction Company, Inc., of New York City. Construction costs were \$32.5 million. The facility has been recognized by the building and design industries, and has won numerous awards for its unique design and use of materials.

The 48,353 square-foot tower and base building structures also house office facilities for FAA Air Traffic and Airway Facilities personnel. The controller work force has a total of 36 personnel who handle approximately 1,000 operations daily. The Port Authority's ramp control unit also operates in the new tower.

## Split-Second Save

### Air Traffic Controller Swiftly Sends Jet, Sick Baby to Rescuers

The Boeing 727 had just landed at Fort Lauderdale-Hollywood International Airport when the pilot radioed a chilling message to the tower: Send an ambulance to the gate, a baby has stopped breathing.

Air traffic controller Beatrice "Bea" Knight made a calculated split-second decision. Instead of sending paramedics to the plane, she sent the plane to the paramedics. American Trans Air Flight 507 turned right and taxied to within 600 feet of the airport's fire rescue station, where rescuers raced out to the jet.

Knight's decision shaved minutes off the rescue time for the 1-year-old Duke Tomlinson of Shepherdsville, KY, who was rushed to the Broward Medical Center and released later that night.

"I said to myself, 'If the baby has stopped breathing, and if they're going all the way to the gate, that's quite a ways to go,'" said Knight. "I knew the fire station was right beneath the tower and [the plane] was closer to the tower than the gate—much closer."

Battalion Chief Jim Tysenn, based at Broward Fire Rescue's Station 10, said sending the plane to the station saved valuable time. "When you have a child that's unconscious ... we're talking minutes and seconds. It's critical," Tysenn said. "It definitely improved the overall situation for the child."

An airline report said Flight 507 was arriving from Sarasota with a load of holiday passengers when the captain radioed the tower the baby had "stopped breathing due to what appeared to be a mild seizure." Knight's supervisor, Donald Starbuck, contacted fire rescue personnel, and when the plane stopped the pilot lowered a rear metal stairway.

The baby was brought down to the tarmac where Lt. Jeff Sauicer and firefighter Ed Brown gave first aid, using ear plugs against the jet's still-roaring engines. The paramedics later joined them.

The baby's mother said the boy had had a cold and fever, and began shaking before becoming unconscious.

Knight said a pilot usually has time to radio about a crisis before landing and the tower sends rescue units to meet the aircraft on the runway. A controller for nine years, Knight said she has



Beatrice Knight

been notified she will be commended for actions, and is taking the event in stride. "I was just doing my job," said Knight of her decision. "Anybody would have thought that. It's just common sense."

*This article was reprinted in the Headquarters Intercom with permission from the Miami Herald newspaper. It first appeared in the December 21, 1994 edition of the Miami Herald Local section.*

## Building Bulletin Board

**Poster Policy.** Posters are no longer allowed in the FAA Headquarters building lobby or fifth floor conference area. There are no exceptions to this policy.

Small—20" by 26"—posters will be allowed on the second floor of the building if the procedures below are followed:

→ Fifteen days before the event, employees must complete a General Services Administration form 3453, Application/Permit for Use of Public Space.

→ Two days before the event, employees may bring one small poster to room 115.

To accommodate all government-related events, the Facilities Management staff (AAD-50) will also post, on designated floors, an 8 1/2"

by 11" typewritten copy of the announcement. To have an event posted, employees must bring eight copies of their announcement to AAD-50, two weeks before the event. The staff will post these notices every Friday morning on a first-come, first-served basis. Events will not be posted for more than five working days.

**Outside Space.** When conference space is not available within the Headquarters building, employees may request outside space by sending a memo to LaDora Armbrister, Facilities Management Branch, AAD-50. It is the responsibility of the employee to verify that the requested space is in compliance with the Federal Accessibility Act and the Americans with Disabilities Act.

The memo should include a justification of the event, and the date, time, place, number of participants, cost, and method of payment. The memo should be attached to the original purchase request, and include five copies. Special requirements or equipment should be outlined in the purchase request.

Complete packages will then be sent to the Office of the Secretary, who will first check for availability of space in government-owned facilities in the desired location. If there is no space available, then OST will approve the request and return it to the FAA.

Upon its return, the package will be forwarded to the contracting officer in FAA Headquarters for final approval.

## 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: *March 7*. Contact Carrie Wood, x78411.

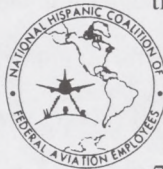


**FWPC.** The Federal Women's Program Committee meets the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Next meeting: *March 1*. Contact Doretha Robinson, x75842.



**Headquarters EPG.** The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m., McCracken room. Next meeting: *March 9*. Contact Bob Cripe, x78211, or Gerrie 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: *March 1*, room 5C. Contact Mark Rios, x79339.



**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: *March 9*. Contact Warren Davis, x79224.

**NA-AN.** The Native American-Alaskan Native Coalition meets the *third Wednesday* of each month from

1 to 2 p.m. Next meeting: *March 15*. 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: *March 14*. 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: *March 7*. 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: *March 2 and 16*. Contact the Employee Assistance Program, x73945.

**Toastmasters.** The FAA chapter of Toastmasters—the FAA Speechmasters—meets the *first and third Tuesday* of every month from 12 noon to 1 p.m., conference room 8ABC. Next meetings: *March 7 and 21*. Contact Caprice Lloyd, x79881, 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: *March 16*. 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: *March 14*. Contact Margaret Powell, x67037.

## People



Karen Wallace

**Miss Black America.** FAAer Karen Wallace recently changed her title from Miss Black Oklahoma to Miss Black America.

Wallace, an accounting technician with the Aeronautical Center's Office of Financial Services, earned her new title at the 25th annual Miss Black America pageant in Jackson, TN.

Looking forward to her year-long reign, Wallace said she plans to use her position to help teens and encourage young people to avoid teenage pregnancy. "There is a breakdown in family values," said Wallace. "We need to teach young women self-esteem—help them find out what their purpose is in life and find something that they enjoy doing."

## Flightplan

**Networking Sessions.** The Office of Civil Rights, National Federal Women's Program, is continuing its senior manager networking/brown bag sessions in 1995.

Sessions will be held on *Tuesday, March 7*, with FAA Deputy Administrator Linda Hall Daschle, and on *Tuesday, April 11*, with Associate Administrator for Civil Aviation Security Cathal Flynn.

Discussion topics will include program initiatives, diversity, succession planning, employee development, and barriers to employment.

Interested employees can contact the Office of Civil Rights on (202) 267-5794 or (202) 267-9730 (TDD/TTY). For meeting location, employees should contact their Federal Women's Program manager or coordinator. If a sign language interpreter is required, employees must call one week in advance.

All employees are invited to attend.



**Forecast Conference.** The 20th annual Commercial Aviation Forecast Conference will be held *Friday, March 3*, from 8:30

a.m. until 5 p.m., at the Mayflower Hotel in Washington, DC. This year's theme is "Restructuring for Growth and Profitability."

DOT Secretary Federico Peña has been invited to keynote the event. FAA Deputy Administrator Linda Hall Daschle is the agency's lead speaker.

The conference will address the changes in commercial aviation due to industry restructuring, and their implications on aviation growth and profitability.

For registration information contact Helen Kish, Systems Resource Management, Inc., (301) 949-7477.

**New Beginning.** The fifth annual General Aviation Forecast Conference will be held *Thursday and Fri-*

*day, March 16 and 17*, at the Hyatt Regency Hotel, Phoenix, AZ. This year's theme is "Strategies for the New Beginning."

Assistant Administrator for Policy, Planning, and International Aviation Barry Valentine will make the agency's keynote address.

The conference will address the 1994 General Aviation Revitalization Act, and its potential for revitalizing the market for general aviation products and services.

For registration information contact Helen Kish, Systems Resource Management, Inc., (301) 949-7477.

**Women in Aviation.** The Sixth Annual Women in Aviation Conference will be held *Thursday through Saturday, March 16 through 18*, at the Adam's Mark Hotel, St. Louis, MO.

FAA Deputy Administrator Linda Hall Daschle will be a guest speaker, along with Senator Nancy Kassenbaum, (R-KS); John Olcott,

president, National Business Aircraft Association; and Eileen Collins, first female pilot on the space shuttle.

Conference topics will focus on a variety of issues ranging from the development of the Boeing 777 to smart financial investment strategies. There will also be a series of aviation-related career panels and a presentation on aerobic flying.

During the conference, five women will be inducted into the Women in Aviation 1995 Pioneer Hall of Fame—Lorna de Blicquy, first Canadian woman to obtain an air transport license; Eileen Collins; Wally Funk, first woman aviation accident investigator for the National Transportation Safety Board; Nadine Jeppsen, founding partner of the Jeppsen company; and Jean Ross Howard Phelan, founder of the Whirly Girls.

For more information contact Dr. Peggy Baty, (618) 281-8005, or for registration information call (618) 337-7500, extension 299.



## Special Thanks

First Lady Hillary Rodham Clinton recently thanked the FAA for its participation in the Salvation Army's Christmas Doll Dressing project. In a ceremony to open the Salvation Army's Washington, DC, Christmas Toyland Store, Clinton presented FAAer Bobbie Smith, left, with a certificate recognizing the agency's participation in the project. Also during the ceremony, a representative of the Salvation Army thanked all FAAers who "volunteered their valuable time to fill stockings and dress dolls." Thanks to the efforts of all area participants, the Salvation Army was able to provide a brighter Christmas season for nearly 105,000 individuals in the Washington, DC, area.

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

# Headquarters Intercom

## New Officer

### *Hinson Names Assistant Administrator for System Safety*

Fulfilling a major initiative in the agency's effort to bring about advancements in aviation safety, FAA Administrator David Hinson recently named Christopher Hart to the new post of assistant administrator for System Safety. Hart, an aeronautical engineer, veteran pilot, and lawyer, will serve as Hinson's key advisor on emerging trends in aviation safety.

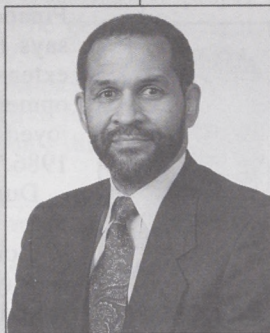
Hinson said that Hart "is a top professional who brings years of transportation experience to the agency. I will look to him to help ensure that our approach to aviation safety is focused effectively and based on rigorous analysis."

Among other initiatives, Hart will ensure that a broad spectrum of safety data are analyzed to identify key issues clearly, and help implement the DOT/FAA action plan for aviation safety announced last December. The action plan called for a rulemaking to create one level of safety in commercial aviation, and a meeting with industry and labor organizations to address safety concerns. That meeting was held last month by Hinson and DOT Secretary Federico Peña.

Currently the deputy adminis-

trator of the National Highway Traffic Safety Administration, Hart is also a former managing partner of Hart & Chavers, a Washington, DC, law firm specializing

in corporate law. He served as a member of the National Transportation Safety Board from 1990 to 1993, where he had specialized interests in human factors and the impact of automation on transportation systems. He has also served as deputy assistant general coun-



*Christopher Hart*

sel in the DOT, and has worked in the general counsel's office at the Air Transport Association.

Hart is a graduate of Harvard Law School. He is also a Phi Beta Kappa graduate of Princeton University, where he earned bachelor's and master's degrees in aerospace and mechanical science. He holds a commercial pilot rating as well.

He is a member of the Aircraft Owners and Pilots Association, the Lawyer-Pilots Bar Association, and has been listed in "Who's Who in Aviation." Hart's family also has a broad history in aviation—in 1926, his great-uncle, J. Herman Banning became the first African-American to earn a U.S. pilot's license.

## Highlights

**Code Sharing.** The DOT is preparing an order approving the application of Delta Air Lines and Virgin Atlantic Airways to offer services, on a codeshare basis, between seven U.S. cities and London. The department will also approve new services by American Airlines between Chicago and Birmingham, England, and Tower Air between New York and London's Stansted Airport.

These new services will afford passengers easier access and greater choice when traveling between the United States and the United Kingdom. This DOT approval involves no additional route authority for Virgin Atlantic.

*turn to Highlights on page 2*

## Working Together

### *Government and Industry Join Forces to Achieve "Zero Accidents"*

A series of actions are being taken by government and industry to increase air safety and achieve the goal of "zero accidents," as a result of last month's aviation safety conference.

During a February 9 press conference, DOT Secretary Federico Peña and FAA Administrator David Hinson fulfilled a pledge they made last month to refocus priorities and develop new initiatives that will make flying even safer.

Hinson announced that a change in FAA policy—resulting from the con-

*turn to Forces on page 3*

## Highlights from page 1

American will offer the only non-stop service between the U.S. and Birmingham—permitting substantially improved access for those traveling between much of the U.S. and the British midlands region—by eliminating the need to make connections at London. Tower Air service to Stansted Airport will be the only U.S. scheduled service to that airport. Stansted service will offer greater convenience to passengers traveling to the northern region of greater London, as well as an alternative to London's other commercial airports, Heathrow and Gatwick.

**Complaints Up.** The nation's largest airlines improved their baggage handling performance in 1994, but customer complaints about airline service increased almost 16 percent, according to the DOT's monthly Air Travel Consumer Report.

Consumers filed 6,943 complaints with DOT last year, up from 1993's record low of 5,989. However, the department received only 390 complaints last December, down from November's 486 and December 1993's 472.

### Headquarters Intercom

February 28, 1995  
No. 95-8

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Manager  
Employee Communications Branch

**Briar S. Hagggett**  
Editor

**Michael A. Malden**  
Art Director

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The nation's 10 largest airlines posted a mishandled baggage rate of 5.33 complaints per 1,000 passengers in 1994, an improvement over 1993's rate of 5.60. December's rate was 6.72, not as good as either November's 5.28 or December 1993's 6.54.

The carriers posted an on-time arrival mark of 81.5 percent in 1994, almost identical to 1993's rate of 81.6. December's on-time percentage was 79.3, not as good as November's 80.8 but an improvement over December 1993's 78.6. In compiling the data, delays caused by mechanical problems were not counted.

**Historic Change.** The responsibility for the agency's Historically Black Colleges and Universities (HBCU) program has been transferred from the Office of Civil Rights to the Office of Human Resource Management. The program is designed to promote initiatives that strengthen the capacity of HBCU's to provide a quality education and increase the opportunities to benefit from federal programs.

Margaret Powell is the new manager of the HBCU program. She replaces George Thomas who retired last April after 10 years of service.

As the former manager of the Airway Science Curriculum program, Powell planned and administered Airway Science Task Force activities that led to the privatization of the program, and resulted in significant cost savings to the agency. She has also served as an educator and manager of programs in equal employment opportunity and employee participation.

In her new position, Powell will focus on the grant, contract, and cooperative agreement processes to HBCU's.

Powell received her Bachelor of Science degree from Savannah State College University—an HBCU—and a Masters of Science degree from Old Dominion University.



Margaret Powell

**Fond Farewell.** Budget and Accounting Director Nick Stoer has announced his retirement, after 34 years of federal service. He has worked for the federal government under nine presidents.

Stoer began his federal career in 1960, as a private in the U.S. Army, and moved on to the Bureau of the Budget in 1969. During his tenure at the Bureau—now the Office of Management and Budget—Stoer worked on a variety of transportation-related issues, such as research and development, the establishment of Conrail, mass transit grant programs, highway grant programs, and FAA and Coast Guard programs. He also worked on aeronautical research and development and research satellite programs.

In 1986 he joined the FAA as Budget Director and was promoted to Chief Financial Officer in 1991. Stoer says he's "most proud of the extensive recruiting and development efforts that we've enjoyed in the Budget Office since 1986."

During his federal career, Stoer visited almost every type of facility the FAA has to offer. He says "there is no better way to understand how the agency's budget is used and what agency needs are than to visit our field facilities."

Stoer officially leaves the agency March 31.

**First Flight.** The Boeing 777, the world's newest airliner, will make its first voyage on a June 7 United Airlines flight to Dulles International Airport, pending FAA certification of the aircraft.

The first flight is scheduled to arrive at Dulles at 2:55 p.m. from London's Heathrow Airport. United's version of the aircraft will carry 303 passengers—12 in first class, 56 in business, and 235 in economy.

United was the first airline to order the 777, and will receive three in May and eight more later this year.

The 777 is Boeing's largest aircraft after the four-engine 747 jumbo jet.

## Building Bulletin Board

**Vendor Space.** Any organization using vendor space on the second floor of the FAA Headquarters building must be DOT/FAA-sanctioned and have a tax-exempt letter.

FAA organizations and/or DOT-related organizations interested in selling items in this space must first submit a written request to LaDora Armbrister, Facilities Management staff, AAD-50.

The letter must be submitted by March 3, and include the tax exempt letter.

Vending space is limited, so organizations are requested to respond as soon as possible.

## FYI

**Extra Copies.** Need an extra copy of a past issue of *Intercom*? They're available in room 909B.

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

If your office is not receiving the proper number of newsletters, it may not be getting the right number of other mailings.

Contact *Bernida Williams*, AIT-400, x78735, or the distribution representative for your office or service to update your organization's distribution.

## High-Level Lunch

### Brown Bag It with Administrator Hinson



The brown bag lunch with FAA Administrator David Hinson and Deputy Administrator Linda Hall Daschle originally scheduled for Wednesday, March 1, has been changed. The new date is Monday, March 27, 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 outside the FAA Headquarters cafeteria. Headquarters FAAers not located in the main building may submit the required information to Briar Hagggett, APA-340.

The cut-off date for submissions is Monday, March 20. At that time, 15 names will be randomly selected and employees will be notified via cc:Mail of their lunch date with the Administrator and the deputy.

## Joining Forces from page 1

ference—made possible a landmark agreement that will permit all members of the aviation community to share flight recorder data and other safety information freely and proactively. "If this was the only thing we accomplished, the conference would be worth it," he said.

Hinson said that for the first time, the aviation community will have access to a wealth of technical data it needs to analyze trends and to anticipate many potentially dangerous problems before they happen. Under the new agreement, airlines will allow the FAA to analyze the data they collect as part of their new Flight Operations Quality Assurance programs. The agency, in turn, agrees not to use the data in enforcement actions against the airlines.

Hinson stressed, however, that the new policy will not interfere with the FAA's authority to oversee and regulate the aviation industry, saying "public safety is our number one priority. We will never lower our standards or relax our vigilance."

The new action plan also includes several key training initiatives. One of the most important, according to Hinson, is the proposal to accelerate the Advanced Qualification Program, to provide greater use of simulation and better training for flight crews.

Another initiative is the proposal to expand the FAA strategic plan to include a Maintenance Resource Management program to provide maintenance workers the same kind of training that flight crews receive.

"Some of the initiatives in the action plan are new," said Hinson, "and some are modifications or accelera-

tions of programs that were already underway, but all were jointly developed and agreed to by labor, government, and industry." He said the Safety Action Plan, and the process by which it was developed, represents a stronger safety partnership within the aviation community and a renewed commitment to shared responsibility for air safety.

Associate Administrator for Regulation and Certification Tony Broderick and Flight Standards Director Tom Accardi were present during the press conference to answer questions about the new plan.

Hinson told the media that "the only acceptable goal is 100 percent safety—zero accidents—and the only way to achieve that goal is for government, industry, and labor to work together more effectively."

## Careful Contracting

### Beware of Post-Employment Buyout Restrictions

FAA Administrator David Hinson recently reemphasized his concern over contracts involving former agency employees who took the buyout.

In light of the agency's recent buyout offers, Hinson said he was concerned that in some of these cases, former employees would be returning to the very tasks they just retired from, or to perform other tasks for the FAA—either of which may violate the general prohibition against contracting for personal services. If a particular case involves a personal services contract, under the buyout legislation, the former employee involved is liable to the agency for the full amount of the incentive payment.

Buyout legislation makes clear that

the agency cannot increase support services contracts to make up for the work performed by former employees who took the buyout, unless a cost comparison demonstrates that the contract would be financially beneficial to the government.

Hinson made it clear that the agency should not approve contracts or employment situations involving former FAAers who took the buyout, unless the requirements of the buyout legislation are met. No task order that violates the agency's post-employment restrictions will be approved.

The following are provisions from the DOT Transportation Acquisition Regulation:

➔ Agency head approval is required

for all contracts with individuals who have been employed by the DOT within the two years prior to the expected date of contract award, and with firms in which such a former DOT employee is a partner, principal officer, majority stockholder, or which is otherwise controlled or predominantly staffed by such former DOT employees.

➔ When current DOT employees are initially contacted by a former DOT official or employee on behalf of him or herself or a contractor in connection with a contract matter, they shall consult with appropriate legal counsel for a determination of impact on the acquisition involved, and to take action, as necessary, regarding violation of post-employment laws.



### Extraordinary Service

FAA Administrator David Hinson, left, recently presented David Traynham with the agency's Extraordinary Service Award for his exemplary service with a congressional aviation subcommittee and as an advisor to two subcommittee chairmen on aviation issues.

The award is the agency's highest to honor individuals not employed by the FAA. During the ceremony, Hinson said to Traynham, "the safety and efficiency of the nation's air transportation system have grown markedly, and your contribution to the growth is clear. Aviation is better and safer because of you."

Traynham has worked closely with FAA officials on a wide variety of critical safety matters, and been involved with virtually every significant issue associated with the FAA over the past 15 years. His efforts have helped shape key legislation in areas such as aging aircraft safety, implementation of collision avoidance systems, and the airport improvement program.

Traynham, a member of the House aviation subcommittee for 15 years, recently left the panel to head the minority staff of Transportation and Infrastructure's new Coast Guard subcommittee.

## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30 to accommodate the increased demand for early-out and buyout retirement estimates.

Between March and December 1994, the system had provided 18,769 estimates for 8,756 FAA employees. On December 20, the day of the most recent buyout announcement, the system produced nearly 120 estimates for employees.

The General Services Administration also requested a demonstration of the system for their Benefits staff, to test future applicability as part of their reengineering efforts.

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Employees can request as many estimates as they want, and can project a retirement date until the year 2030.



U.S. Department of Transportation  
Federal Aviation Administration

# Headquarters Intercom

## Unlimited Opportunities

### Hinson Promotes Aviation Careers to Local High School Students

FAA Administrator David Hinson recently visited Cardozo High School in Washington, DC, introducing for the first time aviation into the school's TransTech program.

The program is designed to stimulate students to stay in school and graduate by exposing them to the values of higher education, con-



Top: FAA Administrator David Hinson, right, with COMARCO's Donald Critchlow, far left, and students Edwin Rodriguez and Marilyn Holmes, after signing an agreement with Cardozo to introduce aviation into the school's TransTech program.

Bottom: FAA Administrator David Hinson with students in Cardozo High School's TransTech program.

structive employment, and careers in the various modes of transportation. It offers school year and summer experiences for students on both college campuses and in or-

ganizations specializing in the various modes of transportation. The program includes college credit courses, job skills training  
*turn to TransTech on page 4*

## Highlights

**Lunch Date.** Interested in having lunch with the Administrator and the deputy?

The next brown bag lunch is scheduled for Monday, March 27, 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 outside the Headquarters cafeteria. 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, March 20. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the Administrator and the deputy.

**Shuttle Services.** Due to the relocation of FAAers from the Universal and Tariff Buildings, shuttle services to both buildings have been canceled.

Employees have been advised that the cost of metro rail may be at their own expense, their offices may choose to authorize reimbursement, or they may use their DOT subsidized transit benefits. Employees also have the options of using metro bus or taxi cab services, or they may walk between the two buildings.

**Telecommunications Manager.** FAAer Loretta Myles is the new manager of the Headquarters Telecommunications Center.

*turn to Highlights on page 2*

## Highlights from page 1

Formerly an operations officer in the Washington Operations Center, Myles began her FAA career in 1976 as a secretary in Airway Facilities' Terminal Communication Branch. She went on to hold several positions of increasing responsibility, including a stint in the Office of Environment and Energy, where she was part of several aircraft noise research teams.



Loretta Myles

In 1986, Myles accepted a position as communications specialist trainee in the agency's Telecommunications Center. She was subsequently promoted to full performance communications specialist and shift supervisor.

In her new position, Myles oversees a staff of 10 employees who handle all incoming and outgoing messages for the FAA. The center is staffed 24 hours a day.

**TWO Scholarships.** The FAA's Technical Women's Organization (TWO) is offering two scholarships

of up to \$500 each for career enhancing technical training.

For applications or more information, employees may contact their TWO regional representative, or the Education and Career Development Committee co-chairs: Janna Gowthrop, (303) 286-5641, or Mary Hallman, (303) 286-5487. The Headquarters representative is Janice Elrod, (202) 267-9538.

The application deadline is May 1.

**Mail List.** The FAA's Office of Civil Rights has set up a mail list to help distribute agency information to employee groups via cc:Mail. The list includes

the names of the national heads of the organizations, and both the national and Washington Headquarters special emphasis program managers.

The mail list can be accessed by typing *ACR* in the address box in cc:Mail, then pressing *enter*. In the post office addressing dialogue box type *#EMP ASSOC/SEP*, then press *enter*. The individuals on the list are:

*Alfreda Brooks*

FAA African-American Coalition

*Scott Sorenson*

Gay, Lesbian, or Bisexual Employees

*Al Kaulia*

National Asian and Pacific American Association

*Evelyn Washington*

National Black Coalition of Federal Aviation Employees

*Gerald Williams*

National Coalition of Federal Aviation Employees with Disabilities

*Roslynn Reed*

National Coalition of Federal Aviation Administration Native American and Alaska Native Employees

*Monica Burton*

National Hispanic Coalition of Federal Aviation Employees

*Dawna Vicars Smith*

Professional Women Controllers

*Bernadine Molen*

Technical Women's Organization

*Al Mendez*

National Hispanic Employment Program Manager

*Miriam Vega*

Washington Headquarters Hispanic Employment Program Manager

*Alrita Simons*

National Federal Women's Program Manager

*Mary Jo Blount*

Acting Washington Headquarters Federal Women's Program Manager

*Alrita Simons*

People with Disabilities Program

*Mamie Mallory*

Washington Headquarters People with Disabilities Program Manager

## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30 to accommodate the increased demand for early-out and buyout retirement estimates.

Between March and December 1994, the system had provided 18,769 estimates for 8,756 FAA employees. On December 20, the day of the most recent buyout announcement, the system produced nearly 120 estimates for employees.

The General Services Administration also requested a demonstration of the system for their Benefits staff, to test future applicability as part of their reengineering efforts.

The Office of Labor Relations encourages all employees to use the telephone retirement system—1-800-888-4412—for retirement planning purposes.

Employees can request as many estimates as they want, and can project a retirement date until the year 2030.



## Headquarters Intercom

March 7, 1995  
No. 95-9

**Diane Spitaliere**  
Manager

Employee Communications Branch

**Briar S. Haggett**  
Editor

**Michael A. Malden**  
Art Director

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800 Independence Avenue, SW  
Washington, DC 20591  
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## People

**Note of Thanks.** FAAer Roberta Sappington, program manager for classroom courses at the agency's Center for Management Development, recently wrote a letter to the Human Resources community expressing her appreciation for the Alternative Work Schedule (AWS) option.

She said that because the agency allows AWS, she is able to help out at her son's elementary school, volunteer for the Council on Aging, and work on a book she is authoring. "The regular-day-off is great for my community, my family, and me," said Sappington.

She said she "has no idea how many other FAA employees feel the same way, but beyond a doubt, my nine-hour days are more productive, focused, and concentrated, and my value to the agency is therefore greater. As a person, as well as a worker, I feel valued, supported, and enabled."

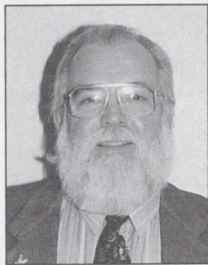
**Civilian Commendation.** FAAer Antonio Lizardi was recently honored with the Civilian Commendation Award from the Metropolitan Washington Area Transit Authority for his "selfless actions."

Lizardi, a contract price/cost analyst in Contracting and Quality Assurance, arrived at the East Falls Church metro stop in Falls Church, VA, one evening to find a woman being

stalked by her ex-boyfriend. The attacker, wielding a military knife, threatened the lives of both Lizardi and the woman. Despite the man's repeated attempts to stab him, Lizardi demanded that the harassing behavior

stop, and acted as the woman's protector until the suspect fled the area.

On February 16, two officers from the Washington Metropolitan Area Transit Authority came to Headquarters to present Lizardi with the commendation.



Antonio Lizardi



## Heralding Heroism

Richard DeMary, center, was recently honored by Deputy Secretary of Transportation Mortimer Downey, left, for his "selfless, heroic actions after the crash of USAir Flight 1016 last July 2 in Charlotte, NC."

DeMary went beyond his flight attendance duties when he returned to the burning aircraft several times to save the lives of passengers and fellow crewmembers. He was lauded for "disregarding his own injuries while evacuating one crewmember and three passengers from the aircraft, and assisting in the rescue of others on board." He has only been a flight attendant for two years.

During the ceremony, Downey said that DeMary "is most deserving of this award for his brave and extraordinary actions in the aftermath of the crash last July." FAA Administrator David Hinson was also present during the ceremony.

The DOT Herosim award is designed to recognize acts of heroism that result in avoidance of a disaster and/or an attempt to save a life by persons not employed by the department.

## Hiring Freeze

### DOT Restructuring Affects Senior Agency Positions

Until the department's restructuring process is complete, and final implementation decisions made, the FAA has been directed to take "no action to recruit or promote employees into GS-14 or 15 positions in administrative, legal or other cross-cutting areas likely to be affected by consolidation." This also includes senior executive service positions (SES) in the agency, with an additional restriction on reassignments.

Deputy positions in program areas are not to be filled without prior approval by the Executive Resources Review Committee.

Administrative positions include

those occupations targeted by the National Performance Review, and those in the training, internal security, information resource management, financial management, and management analysis areas. Cross-cutting areas include public affairs, congressional/intergovernmental affairs, policy review and evaluation, and correspondence control.



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## Flightplan

**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:

**Jeddah, Saudi Arabia**

TA-11-73

*Advisor, Airport Mechanical Engineering*

TA-AM-50

*Manager, Mechanical Engineering Section (OPAS)*

Initial appointments are three months for these assignments. Government employees accepting positions with ICAO are entitled to reemployment rights.

Applications are due in Administrative Systems and Overseas Support, API-19, by *Friday, March 17*.

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

**Networking Sessions.** The Office of Civil Rights, National Federal Women's Program, is continuing its senior manager networking/brown bag sessions in 1995.

The next session will be held on *Tuesday, April 11*, with Associate Administrator for Civil Aviation Security Cathal Flynn.

Discussion topics will include program initiatives, diversity, succession planning, employee development, and barriers to employment.

Interested employees can contact the Office of Civil Rights on (202) 267-5794 or (202) 267-9730 (TDD/TTY). For meeting location, employees should contact their Federal Women's Program manager or coordinator. If a sign language interpreter is required, employees must call one week in advance.

All employees are invited to attend.

**New Beginning.** The fifth annual General Aviation Forecast Confer-

ence will be held *Thursday and Friday, March 16 and 17*, at the Hyatt Regency Hotel, Phoenix, AZ. This year's theme is "Strategies for the New Beginning."

Assistant Administrator for Policy, Planning, and International Aviation Barry Valentine will make the agency's keynote address.

The conference will address the 1994 General Aviation Revitalization Act, and its potential for revitalizing the market for general aviation products and services.

For registration information contact Helen Kish, Systems Resource Management, Inc., (301) 949-7477.

**Academic Meeting.** The Office of Aviation Medicine's Civil Aeromedical Institute is sponsoring an

international academic meeting on advances in combustion toxicology *Tuesday through Thursday, April 11 through 13*, in Oklahoma City.

The meeting is part of the Aeromedical Research Program sponsored by the FAA's Aircraft Certification Service.

The event will allow the FAA to explore new research directions on enhanced survivability in aircraft fires, and provide guidance toward the possible development of a scientifically valid smoke toxicity standard for aircraft materials.

For more information, contact Arvind Chaturvedi, Toxicology and Accident Research Laboratory, AAM-610, (405) 954-4866, or (405) 954-6250. He can also be reached by fax on (405) 954-4813, or on cc:Mail.

## TransTech *from page 1*

programs, special emphasis courses to prepare for post-secondary education and careers in the transportation industry, and mentoring programs in government agencies and the transportation industry.

Hinson spoke to the 116 students currently enrolled in the program about the role of aviation within the transportation system, as well as career opportunities in the field. He told the group that "aviation is an exciting field with unlimited opportunities for today's youth." Programs like these, he said, "also help us at the FAA to ensure a future work force that reflects the diversity of this country." Hinson also answered student questions on topics ranging from the Global Positioning System to the job stress related to being agency administrator.

To conclude the program, Hinson signed an agreement between the agency and the school to develop a formal aviation curriculum that includes student

visits to FAA facilities and mentoring programs. Donald Critchlow, a representative of COMARCO Airport Services also signed the agreement, and talked about summer job opportunities



*The FAA donated an excess MacIntosh II computer and software to Cardozo High School for use in the TransTech program.*

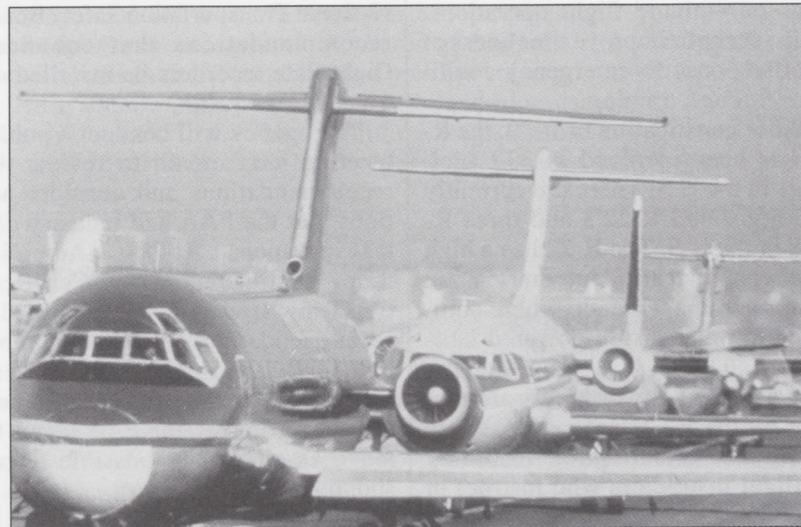
available to students at National Airport. Two TransTech students signed the agreement on behalf of the school.

Hinson also donated one of the agency's excess MacIntosh II computers and several software packages to the school for use in the TransTech Academy program.



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

# Headquarters Intercom



*The Aviation Capacity Enhancement Plan predicts that the number of U.S. air passengers will double within 18 years to more than one billion passengers annually.*

## Expanding Population

### FAA Study Addresses National Airspace Capacity System and Delays

The FAA's new Aviation Capacity Enhancement Plan (ACE) predicts that the number of U.S. air passengers will double within 18 years to more than one billion passengers annually, requiring aggressive action to improve national airspace capacity and combat projected delays.

The ACE plan, which also predicts that landings and take offs at the nation's top 100 airports will increase 38 percent by 2005, concludes that immediate action must be taken to avoid a rapid corresponding increase in costly delays throughout the national aviation system. The plan lays out a series of strategies to address the prob-

lem, ranging from airport development to the use of advanced technology for more efficient use of airspace.

"This is a critical moment in aviation history," said FAA Administrator David Hinson. "The FAA's challenge is to find safe, feasible, and affordable ways to ensure that America can accommodate the rapidly expanding population of air passengers. The ACE plan lays down the foundation for system improvements that must be undertaken to increase capacity and reduce delays."

In 1993, 23 airports in the United States experienced more  
*turn to Capacity on page 4*

## Highlights

**Fond Farewell.** Director of Accounting Ernest Keeling recently announced his retirement, after 22 years with the FAA. To date, he is the agency's first and only employee to hold that position.

Keeling began his federal career in 1959 as a systems accountant at the General Services Administration. Several years later he moved to the Small Business Administration, where he served as Chief of the Financial Systems Division. He came to the DOT in 1971, as a systems accountant in the Office of the Secretary. Two years later Keeling became the FAA's first director for the Office of Accounting.



*Ernest Keeling*

During his tenure at the FAA, Keeling implemented the Uniform Payroll and Accounting Systems, both of which were adopted DOT-wide. He also helped advance the FAA's image as an "innovative and progressive" agency in the government financial management field.

Keeling holds a bachelor of science degree in Business Administration from Virginia Polytechnic Institute, and a master's degree in Business Administration from George Washington University. He received the Association of Government Accountants Outstanding Achievement Award, and was one of the first to be designated a Certified Government

*turn to Highlights on page 2*

## Highlights from page 1

Financial Manager. In 1989, he was conferred the Presidential rank of Meritorious Executive.

Keeling officially leaves the agency March 31.

**Windshear Delays.** The FAA recently issued an emergency Airworthiness Directive warning operators and pilots of most of the airlines' transport aircraft of the "potential for significant delays" in detecting windshear when the flaps of aircraft are in transition.

The directive grew out of the USAir DC-9-30 crash last July in Charlotte, NC. The FAA said the aircraft encountered severe windshear during a missed approach. The agency also determined that a design feature in the computer of the windshear system, produced by Honeywell, delays detection of windshear when the flaps are in transition.

The directive applies to Boeing 727, 737, and 747 aircraft, Douglas DC-9, MD-80, MD-90, MD-11, and DC-8 aircraft, Lockheed L-1011 aircraft, and Fokker F28 series aircraft.

**Special Training.** The FAA has established special awareness ground

training and additional flight experience requirements for student pilots, rated helicopter pilots, and rated helicopter flight instructors who elect to operate the Robinson model R-22 or R-44 helicopters.

The regulation is in response to the high number of accidents involving these helicopters. It mandates increased awareness of operating characteristics during low rotor revolutions-per-minute flight operations. It also seeks to improve timeliness of pilot response to emergency conditions through training.

Since certification in 1979, the R-22 has been involved in 339 accidents in the U.S. There are currently 855 registered R-22's and three R-44's in the U.S. The R-22 has a high number of fatal accidents due to main rotor/airframe contact when compared to other piston-powered helicopters.

In a special airworthiness alert issued by the FAA last month, every certified rotorcraft pilot, including all flight instructors who instruct in these helicopters, was alerted to the safe operation of these helicopters.

The rule will have an effective date 30 days later than the date it is published in the *Federal Register*.

**Unapproved Parts.** As part of a series of actions to clamp down on unapproved aircraft parts in the nation's air system, the FAA warned manufacturers that it will aggressively enforce regulations governing approval for aircraft replacement parts.

Under a notice published in the *Federal Register*, the FAA made it clear that there are existing regulations addressing the manufacture of replacement parts for FAA-approved aircraft, engines and propellers, and a system for enforcing those regulations. The notice provides one 90-day opportunity for non-compliant manufacturers to comply with the regulations.

FAA Administrator David Hinson said that those manufacturers who do not apply for FAA approval to manufacture parts used in aviation will be subject to enforcement actions if they

manufacture unapproved parts. For those manufacturers who apply within the 90-day period, the FAA will not use the information contained in the application as evidence in any FAA enforcement investigation for violation of the parts approval rule.

**Increasing Flight Data.** The FAA will soon open a public docket to seek opinions on how to respond to National Transportation Safety Board recommendations that enhanced flight data recorders be installed on transport aircraft.

The agency will conduct a public meeting next month to review the recommendations and consider actions that the FAA and industry can take in response. Associate Administrator for Regulation and Certification Tony Broderick said the board's recommendations were "very ambitious and all-encompassing, with very aggressive timelines." By setting up the public docket, the FAA hopes to move as quickly as possible to respond.

**Keeping in Touch.** The Office of Human Resource Management reminds employees of the most frequently used employee services they offer, and their corresponding telephone numbers.

*Employment Verification and Employee Records*, 267-9879 or 8120, or 493-4199. Hours of operation are 8 a.m. to 3 p.m.

*General Employment Information*, 267-8008. Located in room 109 of the Headquarters building, the hours of operation are 8 a.m. to 4:30 p.m.

*Vacancy Announcement Recording*, 267-8007

*Retirement Computation Service*, 1-800-888-4412

*Employee Assistance Program*, 267-3945 or 1-800-234-1EAP

*Benefits Information*, 267-3873  
*Training and Development Information*, 267-3877

*Senior Executive Service Operations*, 267-3070

*Other Human Resources Services Information*, 267-8012

### Headquarters Intercom

March 14, 1995  
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**Diane Spitaliere**  
Manager  
*Employee Communications Branch*

**Briar S. Haggett**  
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**Michael A. Malden**  
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Washington, DC 20591  
(202) 267-3441

## Partnership in Education

### *DOT Joins Strayer College to Help Employees Earn Bachelor's Degrees*

The DOT and Strayer College have formed a new partnership in education for federal employees interested in earning their Bachelor's Degree in Business Administration on-site at the department.

The program is designed to prepare graduates for a wide range of managerial positions in business, government, and non-profit organizations. Students majoring in business administration will learn the fundamentals, practices, and professional requirements of all phases of business, and acquire skills in decisionmaking and problem solving.

All academic counseling, registration, and administration will be held in the Nassif building. Registration for the spring quarter is scheduled for March 22, from 9 a.m.

to 5 p.m. in room 7234. The spring quarter begins April 3. Marketing 100, Principles of Marketing, will be held on Tuesday evenings, and English 106, Critical Analysis and Writing, will be held on Wednesday evenings. All classes will be held from 5:30 to 9:15 p.m. in the DOT Connection Customer Service Center on the plaza level of the Nassif building.

The tuition for Strayer College is \$160 per credit hour. For additional admissions information, contact Betty Shuford, Strayer College Admissions, (202) 408-2400.

For additional information on the DOT's Satellite Campus Program, contact Terri Harris, Satellite Campus Program Manager, 366-9437.

## Sharing Experiences

### *FAA Salutes African-American History Month*

Three Tuskegee Airmen recently shared their experiences as black pilots with FAAers during a Headquarters ceremony designed to celebrate African-American History Month. Harry Sheppard, Woodrow Crockett, and William Broadwater told both amusing and serious tales of their flying experiences during years past.

Sheppard served with the 99th Pursuit Squadron in 1941, and completed 87 tactical missions in P-39 and P-40 fighter aircraft while in the European Theater of Operations. While recounting his period of flight training, Sheppard told the audience that "the program was designed for our failure, but we did very well. It actually made us try even harder." He spoke fondly of his years in the military, saying he was proud to defend his country. "The United States is my home, and I do love it." In 1968, he came to the FAA as the U.S. Air Force Liaison Officer for the agency's Office of Air Traffic Control in Washington, DC. Sheppard is also the author of the "National Airspace System Improvement Study," published in 1972, and validated by the U.S. State Department and the U.S. Air Force for the Republic of Korea.

Crockett, who served with the 100th Fighter Squadron, 332nd Fighter Group in Italy during World War II, told the group that he "didn't lose focus of his dreams, regard-

less of the circumstances." He spoke of his experiences at Tuskegee, AL, saying "I was proud to prove wrong the theory that blacks couldn't fly." He flew 45 combat missions in Korea, and is a Mach II card holder—he flew at twice the speed of sound in the F-106, and the F-104. He was also the 1994 recipient of the Noel F. Parrish award at the Annual National Tuskegee Airmen Convention in Chicago, IL.

Broadwater's formal aviation career began in 1944 as a pilot trainee at Tuskegee, AL, as a member of the Tuskegee Airmen. He told the audience that he "knew at the age of 11 he was a born fighter pilot." After flying B-25's with the Tuskegee Airmen, Broadwater attempted to become a commercial airline pilot. With no luck there, he

took the FAA's Air Traffic Control exam and joined the agency in 1951 as the only black controller at New York's Air Route Traffic Control Center. He said he "had a great career at the FAA," during which he reached the highest level of employment of any black person in the history of FAA's Air Traffic Service Management. Another of his notable accomplishments was his work with the airspace problems on the world's tallest building, the Miglin-Beitler in Chicago, IL.

The airmen received a standing ovation from FAAers as the ceremony came to a close.



*Tuskegee Airmen, from left to right, Harry Sheppard, Woodrow Crockett, and William Broadwater, share their experiences as black pilots with FAAers during a celebration of African-American History Month.*

## Up and Running

### *TDWR System Operational in St. Louis*

The nation's third terminal doppler weather radar system—commonly referred to as TDWR—is now up and running at the Lambert-St. Louis International Airport. It was commissioned on February 1, with a dedication ceremony held later in the month.

The system is a new generation of radar designed to rapidly detect wind shear, microbursts, wind gust fronts, rapid wind shifts, and precipitation intensities, and immediately provide this information to air traffic controllers. Wind shear warnings issued immediately to aircraft by air traffic controllers can include the type and strength

of the wind shear, the specific runway affected, and the location along the runway where the wind shear will first be encountered by aircraft.

Houston was the first to commission its TDWR system, followed by Memphis. A total of 47 such installations are scheduled at major airports throughout the United States.

The TDWR at St. Louis is located approximately 12 miles northwest of the airport in a location that provides for the most optimal radar coverage of the airport terminal area and the approach and departure routes.

## People

**Leave Donations.** FAAers Linda Springer, a management and program analyst in the Office of System Engineering and Development, and Patricia Fair, an aeronautical information specialist in the Airspace and Flight Procedures Branch, are eligible recipients for the agency's leave donor program.

Springer was involved in a car accident late last year and suffered serious neck and shoulder injuries. She is not expected to return to work until April.

Fair has exhausted all of her leave while caring for her husband who has been diagnosed with terminal cancer.

Anyone wishing to donate annual leave to either of these employees should contact Paulette Randolph, AHR-110, x73897.

## Airspace Capacity *from page 1*

than 20,000 hours of flight delays. With an average aircraft operating cost of about \$1,600 per hour of delay, airlines at each of these airports incurred at least \$32 million in costs due to delays. According to the ACE plan, by 2003 the number of airports that will exceed 20,000 hours of annual delays is projected to grow to 32, unless capacity improvements are made. Of the 23 most congested airports, only Denver is expected to drop from the list within the next 10 years.

"It's time to re-examine how we manage our national aviation system. In the past 30 years only three new airports have been built. The most recent airport built in Denver is an example of how the FAA, airport authorities, industry, and local communities can work together. Through its dramatic design and use of new technologies, Denver serves as a strategic response to airport delays and overcrowding—one that will benefit the entire nation," Hinson said.

Denver International Airport, which opened on February 28, re-

places Stapleton International Airport. It is expected to reduce nationwide delays by approximately five percent. According to the FAA, through triple approaches and other state-of-the-art design techniques, the new airport can quadruple the number of planes handled at Stapleton. Last year, Stapleton was ranked the sixth busiest airport in the nation and was one of the top 23 delay-problem airports.

To address the projected growth in delays, the ACE plan identifies airport development, new construction projects at airports, and recent enhancements in air traffic control procedures as proven and effective means to improve capacity. In addition, the plan demonstrates that development of emerging technologies relating to surveillance, communication, and navigation will further improve efficiency of new and existing runways, as well as terminal and en route airspace.

The FAA's Office of System Capacity and Requirements works

closely with airports throughout the country to develop strategies to meet their current and future capacity needs. The ACE plan underlined the need to continue and accelerate this assistance to delay-impacted airports.

The FAA's fiscal year 1994 Aviation Capacity Plan is scheduled to be released by March 31. Copies can be obtained by calling (202) 267-9759.

## FAA Remembers

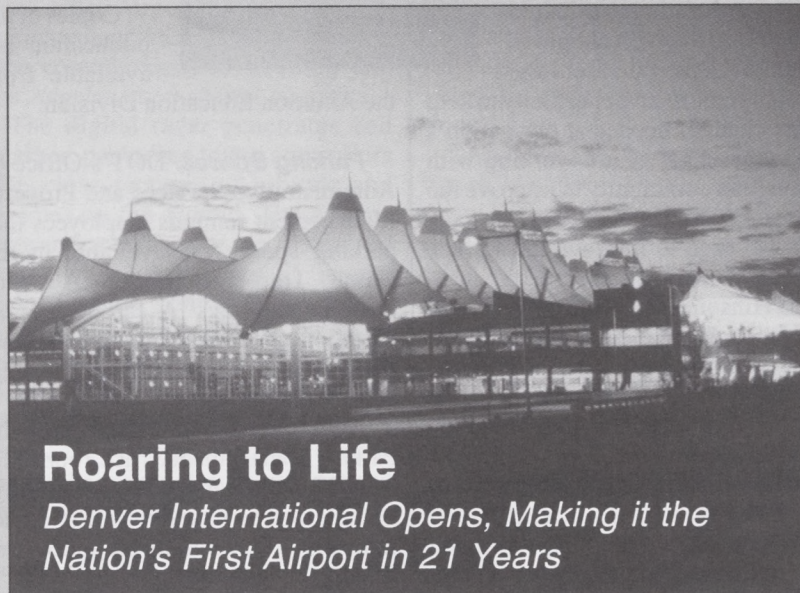
**Gwendolyn Jones**, retired assistant diversity manager and special projects officer, died of cancer on January 22. She was 53 years old.

Jones retired from the agency on December 31, 1994, after working in Personnel and Civil Rights. She was the agency's first national diversity advocate. Prior to joining the FAA, Jones taught at North Chicago Community High School in North Chicago, IL. She was also active in several women's organizations and the Alexandria, VA, community.



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

# Headquarters Intercom



## Roaring to Life

*Denver International Opens, Making it the Nation's First Airport in 21 Years*

*The new Denver International Airport at dusk.*

As Stapleton breathed its last breath, Denver International Airport roared to life, bringing with it a surge in capacity and fresh air beneath the wings of what had once been caught in the cross hairs of many a national system delay. The new airport opened on February 28, making it the nation's first in 21 years.

In a ceremony on the eve of opening day, DOT Secretary Federico Peña and FAA Administrator David Hinson presented Denver Mayor Wellington Webb and Director of Aviation James DeLong with an airport opening certificate to show that the airport complied with all the safety standards and procedures required by Part 139.

At 7:35 a.m. on opening day, air traffic controllers at Denver cleared three aircraft in the world's first triple simultaneous landing. The aircraft—a United 727, 757, and a Continental 727—landed on three widely-spaced, parallel runways especially designed for improved capacity and safety. This airport configuration and resulting efficiency at the new airport is expected to add more than five percent to the national airspace system capacity. Hinson, who attended the opening day ceremonies, said that “within two hours of its official opening, the investment in the first major airport in the United States in 21 years has already begun to pay dividends in

*turn to Denver on page 4*

## Highlights

**Deferred Buyout.** The FAA recently participated in a buyout offered by the DOT, with all separations deferred to October through December 1995 and 1996. The application window was open March 13 through 17.

The agency offered these buyouts primarily to employees in accounting, budget, personnel, and procurement occupations—positions that have been targeted in every federal agency by the National Performance Review for reduction to 50 percent of 1993 levels by the end of 1999. Complete information on FAA's coverage and the terms of the deferred buyout were contained in a recent memo to all employees signed by FAA Administrator David Hinson.

In a March 2 memo to all FAAers, Acting Associate Administrator for Administration Dale McDaniel announced revisions in position coverage to the December 20, 1994 limited buyout opportunity. The memo included information on extensions and reopenings of buyout windows in the different FAA organizations up through the final expiration of buyout authority on March 31. Application procedures and all of the other terms and conditions of the FAA limited buyout remain unchanged and are described in detail in the December 20 memo. Copies of these documents, additional information, counseling, and forms are available from an employee's servicing Human Resource Management Division.

Employees are encouraged to use the retirement estimate system—1-800-888-4412—for retirement planning purposes.

*turn to Highlights on page 2*

## Highlights *from page 1*

**Automation Award.** The Information Technology groups of the Aircraft Certification Service recently established an automation award to recognize contributions made by the workforce to improve business processes through automation. The award, which consists of a plaque and three days off, will be presented twice a year.

Earlier this year, the Information Systems Steering Group presented the first award to FAAers Greg Marino and Soleyman Maroof of New England Region's Aircraft Certification Service for their efforts "above and beyond the call of duty in contributions not only in their office but throughout the service."

The two were recognized for being instrumental in helping set up a local area network in their office and assisting fellow employees in becoming computer-literate. Marino was also lauded for writing several computer programs that have made his office more efficient. Maroof was honored for installing much of the software on computers in his organization.

**Safety Workshop.** The FAA recently sponsored a workshop at the

Arlington Renaissance Hotel in Arlington, VA, to discuss the improved safety and efficiency of aircraft operations on the ground at the nation's airports. Representatives from all segments of civil aviation were in attendance—airlines, commuters, general aviation, airport owners, and pilot groups.

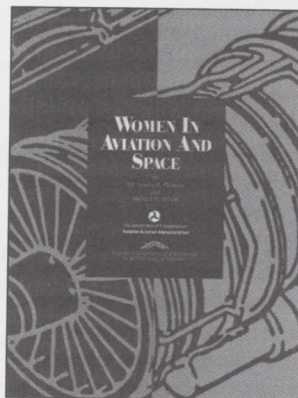
FAA Administrator David Hinson said the workshop was designed "to provide users and airport operators an opportunity to help define changes needed at our nation's airports. Just as we are working with the aviation community to improve the management and flow of airborne aircraft, we need to improve the surface movement of aircraft as well." According to Hinson, "the National Airspace System begins and ends on an airport. Many airports are constrained by delays and we all must work to gain improvements in safety and efficiency."

Participants worked in one of five working groups and shared their recommendations with all others at the end of the session. The five groups included human performance, surveillance, surface movement planning, guidance, and communications.

**Aviation Education.** To assist students in making career decisions, the FAA's Aviation Education Division has developed and disseminated a brochure called "Women in Aviation and Space."

Part of the FAA Aviation Careers Series, the brochure provides women of all ages with role models in a variety of aviation and aerospace fields. The 46 women profiled in the publication—including FAA Deputy Administrator Linda Hall Daschle, aerobatic pilot Patty Wagstaff, and FAA's Budget Director Ruth Ann Leverenz—were nominated by aviation business and industry, government agencies, general aviation societies and organizations, the Smithsonian Air and Space Museum, and the Armed Forces.

The women responded to questions about their work histories, families, training experiences, exciting aspects



of their careers, support organizations, and future goals. They were also asked to provide tips on how women can successfully pursue an aviation or aerospace career.

Copies of the publication are available from the Aviation Education Division.

**Parking Spaces.** DOT's Office of Administrative Services and Property Management reminds employees that parking spaces are available in the Nassif, Transpoint, and FAA Headquarters buildings. A carpool permit costs \$11 a month and requires at least three people. The permit holder must be a DOT employee.

Applications are available from the Parking Management Office, room 327, in the PL-2 level of the Nassif building. Permits will be issued on a first-come, first-served basis until all spaces are filled.

For more information, employees can call x60064.

**Airports, Too.** After reading the *Intercom* article heralding a Ft. Lauderdale air traffic controller's split second decision to divert an aircraft with an ailing baby on board to a nearby airport fire station, the Office of the Associate Administrator for Airports was quick to point out that this was only possible due to efforts of their organization.

The presence of aircraft rescue and firefighting teams trained in basic emergency medical care, and a communications link between the control tower and fire station, are required by FAA regulations administered by the Associate Administrator for Airports. Approximately 575 airports serving aircraft with more than 30 seats are subject to agency regulation Part 139, Regulation and Operations: Land Airports Serving Certain Air Carriers. Twenty-five airport certification

### Headquarters Intercom

March 21, 1995  
No. 95-11

**Diane Spitaliere**  
Manager

Employee Communications Branch

**Briar S. Haggett**  
Editor

**Michael A. Malden**  
Art Director

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and safety inspectors located throughout the country inspect these airports on a regular basis to assure that minimum safety standards required by the agency are met. This was a key factor, the Airports folks pointed out, in making this FAA success story in Ft. Lauderdale possible.

**ASDE's Commissioned.** Technologically advanced ground mapping radar, called Airport Surface Detection Equipment, or ASDE-3 for short, have been commissioned at Kennedy and Los Angeles International Airports.

The digital radar penetrates bad weather, providing tower controllers with clear pictures of aircraft and vehicles on the ground. The display system superimposes an enhanced radar picture over a map of the airport, allowing controllers to match the target image with a geographical position on the airport surface. Each of the multiple map underlays can be modified to suit individual controller needs. The screen is updated instantaneously, coinciding with ground traffic movement.

There are now eight ASDE-3 systems in the U.S.

**SATO Travel.** SATO Travel's 1-800-reservation number—800-326-4368—can no longer be accessed from the Washington, DC, area.

The local number, (703) 742-8870, can still be dialed to reach SATO.

Additional telephone lines have been added to facilitate easier access. Employees are requested to use the local number when in the Washington, DC, area, and the 800 number when on travel.

**Deadbeat Parents.** Federal employees who do not pay court-ordered child support, or who avoid efforts to establish their paternity, may soon be identified through computer matches and have their paychecks docked.

Under an order by President Clinton, a special task force involv-

ing the Office of Personnel Management and the Department of Health and Human Services will soon be established to encourage federal agencies to take action against "deadbeat" parents. While computer matching has been used for many years to find federal workers delinquent on those payments—as well as those who owe money under a variety of federal programs—officials hope to make better use of new technology that will allow the matching of federal employment rolls against lists of delinquents provided by states or other organizations.

"Any parent who is avoiding his or her child support should listen carefully: We will find you, we will catch you, we will make you pay," said Clinton.

**Directory Assistance.** Employees are reminded that calls to directory assistance cost the agency \$.36 each. These calls cost Headquarters—which includes the Nassif, Transpoint, and FAA buildings—over \$13,000 in fiscal year 1995.

Bell Atlantic provides telephone directories at no charge to the agency. Organizational telephone coordinators may request extra copies of these directories, if necessary.

In the future, employees will be charged for these calls unless they can show that a directory was not available and that it was for government business.

**Subsistence Expenses.** The Office of Accounting reminds employees that reimbursement for the actual and necessary subsistence expenses for official travel within and outside the 48 contiguous United States and Washington, DC, should be authorized only when the expenses are unusually high, due to special circumstances. The authority to approve this reimbursement shall be held to an administrative level as high as practicable to ensure proper consideration and authorization.

Actual subsistence reimbursement

will not be approved when it exceeds the maximum per diem allowance by only a small amount. Travel on an actual expense basis may be authorized only when it is expected that lodging will absorb all, or nearly all, of the per diem allowance.

For travel within the contiguous U.S., the maximum daily rate for actual subsistence expenses shall not exceed 150 percent of the maximum per diem rate. If subsistence expenses during a single day are less than the amount authorized, the employee will only be reimbursed for the lesser amount. For travel outside the contiguous U.S., the maximum daily rate for subsistence expenses shall not exceed the higher amount of 150 percent of the per diem rate, or \$50 plus the per diem rate.

Questions on this policy should be directed to an employee's servicing Accounting Office.



## THRIFT SAVINGS PLAN

Over the past year, the government securities fund—also known as the G-fund—was the leader among the three tax-deferred thrift retirement investment options that are available to federal employees.

The G-fund showed a 7.4 percent increase during the 12-month period that ended in January—the bond, or F-fund fell by 2.34 percent, and the C, or stock fund showed a .52 percent gain. All three funds showed increases in the months of December 1994 and January 1995.

The G-fund has never suffered a loss, due to its total investment in U.S. Treasury-backed paper, however, the F-fund reported negative numbers in eight of the past 12 months, and the C-fund in five.

In January though, the C-fund showed a 2.58 percent gain, and the F-fund gained 1.98 percent, while the G-fund only gained .67 percent.

**SatoTravel**

## Denver International *from page 1*



improved capacity.”

The airport's efficiencies arise from its key feature, a “flow through” design which allows arriving aircraft to land in one quadrant near the terminal, discharge passengers, load, and then take off in the opposite quadrant, away from the terminal. Spacing between concourses is designed to eliminate bottlenecks with arriving and departing airplanes. The airport is designed to ultimately accommodate 110 million passengers and 1.25 million landings and take-offs a year. It opened with five runways, with plans to open a sixth.

Replacing 65 year-old Stapleton International, the new airport is capable of accepting between 99 and 120 aircraft per hour in adverse weather conditions. Runway constraints at Stapleton, where air traffic

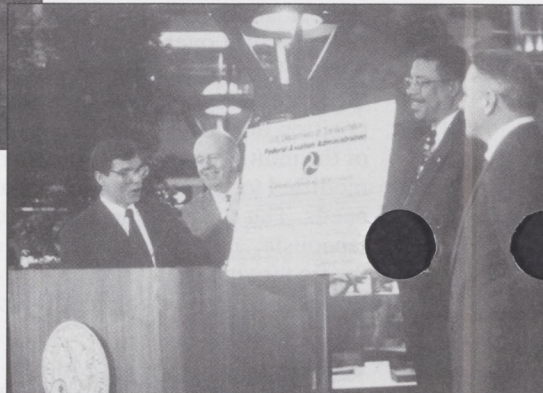
controllers could only accept 32 aircraft per hour, would have limited arrivals to one flight at a time and resulted in significant delays.

The new airport is home to the tallest air traffic control tower in the nation—327 feet. The new terminal approach control facility provides control of instrument flight operations to neighboring airports in the Denver area. The nation's third terminal doppler weather radar system will be integrated by mid-April with a 29-sensor low level wind shear alert system, providing microburst, gust front, wind shift and precipitation alerts to controllers.

The opening of the new \$4.9 billion airport, originally scheduled for October 1993, was delayed four times because of construction problems—the most

well-known being the automated baggage system that never quite worked. At all airlines except United, the new technology has been replaced with an old-fashioned tug-and-cart baggage system.

The FAA's Northwest Mountain Region spearheaded the agency's portion of the airport project. Fred Isaac, that region's administrator, paid tribute to the teams involved. “We brought together the talent of our regional headquarters in Seattle, the Office of Aviation Standards in Washington, DC, Air Traffic Control in Denver, and Aviation System Standards in Oklahoma City. The effort worked, and everything was accomplished in a top professional manner and on time,” said Isaac. Noting that a task of this magni-





Below: One of the three aircraft that made the world's first triple simultaneous landing at Denver International Airport.



From left to right, DOT Secretary Federico Peña and FAA Administrator David Hinson present the airport opening certificate to Denver Mayor Wellington Webb and Denver Airport's Director of Aviation James Delong.



## What's in a Name?

Over the several years that it took to plan and build the new Denver Airport, the facility has been known by many names. Here's what they mean:

The old Stapleton airport went by the three-letter designation DEN. That familiar label which appears on FAA charts and millions of baggage routing tags, moved at midnight on February 27 the 15 miles from Stapleton to the new airport. From the beginning, the plan was to leave the DEN designator unchanged

when the airport moved.

DVX was a temporary abbreviation for the new airport, used by the FAA to differentiate it from DEN. It was initially used around the Northwest Mountain Region with considerable regularity, and is often still heard there. But DIA, for Denver International Airport, became more and more popular in Colorado, gaining currency among the general public and then used frequently in city documents and news releases. DIA is the most popular way to refer to the new airport and is now connected with jokes about airport openings that made the rounds both locally and nationally—Done in April, Do it Again, etc.

With the move from Stapleton to the new airport, DVX has served its purpose and probably won't be around much longer. DIA, on the other hand, has become so common that it probably will be used interchangeably with DEN for many years to come.

tude had never been accomplished before, he said "we reinvented the airspace by cutting across organizational lines and working as a team."

FAAer Tom Busker headed a Denver Project Team—consisting of regional managers whose organizations were involved in the project—which met weekly either in person or by conference call between Seattle and Denver, focusing on planning, directing resources, and solving problems as they arose. At FAA Headquarters, Program Manager Jerry Champion integrated funding support and coordinated with various system program managers on the timely acquisition and deployment of major equipment components.

About 75,000 passengers helped Denver International kick off its operations on opening day. Daily traffic of about 1,300 flights and 88,000 passengers will make the new airport, like Stapleton, the sixth busiest in the U.S.

*Thanks to Mitch Barker, public affairs specialist in Northwest Mountain Region, for contributing to this article.*

# Industry Revitalized

## Aviation Forecast Shows Dramatic Growth in Air Transportation

The FAA's aviation forecast for fiscal years 1995 through 2006—released recently during the 20th Annual Forecast Conference—shows a dramatic economic revitalization of the U.S. airline industry and over 300 million more air passengers by the year 2006.

DOT Secretary Federico Peña, keynote speaker at the Washington, DC event, stressed the creation of a government corporation as the safest and most efficient way to manage the nation's air traffic in the 21st century.

"These accomplishments didn't come about by accident," said Peña. "They are part of the most comprehensive aviation strategy developed by any U.S. administration since deregulation. They are proof positive of the commitment that this administration has to assist in the recovery of the entire U.S. aviation industry and to securing all of the opportunities that a vibrant, competitive aviation sector brings to our nation."

Peña and FAA Deputy Administrator Linda Hall Daschle spoke to representatives from airlines, airports, labor and other travel related sectors during the conference. The annual day-long event focused on domestic and international air traffic demands and activity of commercial carriers.

According to the forecast, last year 555 million passengers boarded flights on U.S. carriers, an expansion of more than eight percent and the strongest gain since 1987. The study found in 1994 airlines reported profits of \$2.6 billion, a \$2.3 billion upturn from 1993.

The report also estimates the number of passengers on large air carriers will grow from 501 million in 1995 to 754.3 million in 2006. Commuter passengers are projected to increase from 58.4 million this year to 115.1 over 12 years. The overall commercial aircraft fleet is expected to expand from 6,605 in 1995 to 9,781 in 2006.

At the conference, Peña and Daschle underlined the current need to make bold new organizational changes in the aviation system to meet future air-traffic demands. Both stressed the importance of creating a government-owned air traffic control corporation, independent of cumbersome federal procurement, personnel, budget,

and financial rules.

"Over the last 17 years, we have seen how an industry, once freed from government constraints, can flourish. It's time that we keep up with the industry that we regulate, and not hold it back. I urge everyone here to continue to support our efforts to revitalize U.S. aviation,

to move toward global free trade in the air. Most of all I urge you to raise your voices in support of air traffic control reform," Peña said.

"Like all federal agencies, the FAA faces shrinking budgets and a smaller work force," said Daschle. "We can manage with less, but greater flexibility will upgrade our ability to invest in leading-edge technology. As with any well-run business, increased latitude to allocate resources will provide the tools needed to better meet challenges



From left to right, are Office of Aviation Policy, Plans, and Management Analysis Director John Rodgers, FAA Deputy Administrator Linda Hall Daschle, DOT Secretary Federico Peña, and Assistant Administrator for Policy, Planning, and International Aviation Barry Valentine.

that lie ahead. That's what the air traffic corporation is all about."

To sustain growth and profitability of a safe commercial aviation industry, Peña and Daschle also stressed the need to strengthen public confidence in air safety. Both officials hailed the January Aviation Safety Conference with airline representatives and government officials to examine the safety priorities of air carriers. As a result of this joint effort, industry and government have initiated a comprehensive safety action plan, and expect to complete 104 of the 173 initiatives in the next six months.

Other issues discussed during the conference included providing quality air service at low fares and preserving the economic vitality of middle-income Americans. The FAA found growth in air transportation was largely spurred by a strong U.S. economy, restructuring within the commercial airline fleet, and falling ticket prices.

International economic improvements have also had a positive affect on aviation. FAA projections show international air travel into and out of the country on U.S. carriers is expected to increase from 48.6 million passengers in 1995 to 90.6 million in the next 12 years. The biggest hike is expected in Latin American routes with air passengers increasing from 17.3 million this year to 32.2 million in 2006.

## 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: *April 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: *April 5*. Contact Doretha Robinson, x75842.

**Headquarters EPG.** The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m., McCracken room. Next meeting: *April 13*. Contact Bob Cripe, x78211, or Gerrie 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: *April 5*, room 5C. Contact Mark Rios, x79339.

**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: *April 13*. Contact Warren Davis, x79224.

**NA-AN.** The Native American-Alaskan Native Coalition meets the *third Wednesday* of each month from 1 to 2 p.m. Next meeting: *April 19*. 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: *April 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: *April 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: *April 6 and 20*. Contact the Employee Assistance Program, x73945.

**Toastmasters.** The FAA chapter of Toastmasters—the FAA Speechmasters—meets the *first and third Tuesday* of every month from 12 noon to 1 p.m., conference room 8ABC. Next meetings: *April 4 and 18*. Contact Caprice Lloyd, x79881, 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: *April 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: *April 11*. Contact Margaret Powell, x67037.

## Celebrating National Women's History Month

FAA Deputy Administrator Linda Hall Daschle, left, and Deputy Assistant Administrator for Civil Rights Fanny Rivera, right, recently spoke to FAAers across the nation on "making diversity work in the FAA." During a March 7 telecon—hosted by Civil Rights as part of their National Federal Women's Program networking and brown bag sessions—Daschle said "I want to talk to all of you about the FAA, and especially about improving the workplace for women." Rivera shared her views about her new role in Civil Rights, saying, "my job is to make sure we have an exciting and inviting environment at the FAA where all people can flourish and contribute." Both women stressed the theme of this year's celebration of National Women's History Month—"Women's History: Promises to Keep," and answered questions from employees in the regions.

The next session will be held April 25 with Associate Administrator for Civil Aviation Security Cathal Flynn.



## Flightplan

**Panel Discussion.** Leading experts on Amelia Earhart will discuss her accomplishments and failures in a panel discussion at the Air and Space Museum's Langley Theater on *Thursday, March 30*, at 8 p.m.

The discussion, entitled "Amelia Earhart: Yesterday, Today, and Tomorrow," will be moderated by Deborah Douglas.

**DOT Connection.** The DOT Connection Customer Service Center is sponsoring several workshops for employees throughout the remainder of the month. They are:

- A job search strategies workshop will be held on *Tuesday, March 21*, from 12 noon to 1 p.m.

- *Wednesday, March 22*, from 11:30 a.m. to 12:30 p.m., the center will hold a working parent discussion group on encouraging self-esteem.

- *Thursday, March 23*, the center will hold clerical testing, by appointment only, from 9:15 to 11:30 a.m. On that same day, from 12 noon until 1:30 p.m., employees can practice their interviewing skills in mock interviews.

**Ground School.** The FAA Flying Club will conduct private pilot ground school on *Tuesdays and Thursdays* beginning *April 4*.

Classes will be held from 6 to 9 p.m. in the FAA Headquarters building.

Topics covered will include flight theory, engines, air traffic control procedures, communications, weather, federal aviation regulations, and other pertinent subjects.

For more information contact Patti Johnson, (703) 602-4869, or Brian James, (703) 739-3870.

**Networking Sessions.** The Office of Civil Rights, National Federal Women's Program is continuing its senior manager networking/brown bag sessions in 1995.

The next session will be held on *Tuesday, April 25*, with Associate Administrator for Civil Aviation Security Cathal Flynn.

## Heroes of Reinvention

### FAA Team Runner-Up for the Hammer Award



From left to right, are Theron Gray, Mike Packard, Cynthia Burgunder, Linda Hall Daschle, Beth Henderson, Michael Dunlap, and George Donohue.

The Office of Information Technology's Reengineering Team—which included Mike Packard, Cynthia Burgunder, Beth Henderson, and Michael Dunlap—was recently honored by FAA Deputy Administrator Linda Hall Daschle for "cutting red tape and empowering employees to improve customer service."

The team received a DOT runner-up award for the "Heroes of Reinvention" Hammer award for their efforts in increasing business process reengineering training and awareness in FAA. They were also cited for provided direct support to several ongoing efforts to reengineer key business processes including the airport grant process, agency correspondence process, and the obstruction evaluation/airport airspace analysis process.

Associate Administrator for Research and Acquisition George Donohue and Information Technology Director Theron Gray applauded the group during a Headquarters awards ceremony.

As part of the National Performance Review, the Hammer award recognizes teams of employees best exemplifying the principles of the NPR and the spirit of reinventing government by dramatically improving the way the government works.

Discussion topics will include program initiatives, diversity, succession planning, employee development, and barriers to employment.

Interested employees can contact the Office of Civil Rights on (202) 267-5794 or (202) 267-9730 (TDD/TTY). For meeting location, employees should contact their Federal Women's Program manager or coord-

inator. If a sign language interpreter is required, employees must call one week in advance. All employees are invited to attend.



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**Federal Aviation  
Administration**

# Headquarters Intercom



## Most Memorable

Members of the Diamond Quest skydiving team joined together in northern California skies last October 12, setting the world's record for the largest canopy formation. The 46-person, open-canopy, diamond formation team was recently recognized by the National Aeronautic Association for accomplishing one of the year's "Ten Most Memorable Record Flights." It was chosen from the more than 160 aviation records certified during 1994.

The National Aeronautic Association is the U.S. representative to the Fédération Aéronautique Internationale, the 93-nation organization that oversees all aviation and space records throughout the world.

## Highlights

**Personnel Change.** Assistant Administrator for Human Resource Management Herb McLure accepted the agency's buyout offer and left the agency on March 17. He had been in that position since 1988.

McLure was responsible for all of the FAA's human resource management activities, including organizational effectiveness, technical and management training, and labor and employee relations. Immediately preceding his retirement from the agency, he was detailed to a task force to look at the FAA's regional organizational structure.

Prior to joining the FAA, McLure was a senior official in the General Accounting Office. He holds a B.A. in accounting from Northern Arizona University, and an M.B.A. from

*turn to Highlights on page 2*

## Freedom of Information

### FAA Educates Federal Employees on FOIA Procedures

A total of 130 employees from various transportation modes and regions attended the FAA's all-day Freedom of Information Act (FOIA) training session recently in the Headquarters auditorium.

The session was designed to assist employees in processing FOIA requests. In 1994, FAA employees processed nearly 8,000 FOIA requests

*turn to FOIA on page 4*

## Highlights *from page 1*

George Washington University. He is also a certified public accountant.

Kay Frances Dolan, the agency's program director for Personnel, is currently acting director for Human Resource Management. Acting in Dolan's place is Karen Shupe, manager of the Senior Executive Staff.

**International Affairs.** FAA's Chief Counsel Mark Gerchick is the new deputy assistant secretary of transportation for Aviation and International Affairs. He reports to DOT Secretary Federico Peña on major international aviation issues facing the department.

Gerchick has been with the FAA since 1993.

Prior to his career in the federal government, he was a partner with Paul, Hastings, Janofsky, and Walker Associates in Washington, DC. He holds a bachelor's degree from Amherst College, and a J.D. from Harvard Law School.

Acting in his place will be Deputy



Mark Gerchick

Chief Counsel John Cassady, who has been with the FAA for over 24 years. Cassady holds both a B.A. and a J.D. from the University of Virginia.

**Dual Retirements.** Technical Center Director Harvey Safeer, and the deputy, Lou Bona, retired from the FAA on March 3.

Frank Elbertson, the center's chief of staff, is currently acting director for the Technical Center. Associate Administrator for Research and Acquisitions George Donohue is soliciting interest among the Senior Executive Service Candidate Development Program for the deputy position.

**Women in Aviation.** The National Aviation Club recently honored three FAAers with the 10th Annual "Women in Aviation" award. Dayle Buschkotter, Elizabeth Matarese, and Dorothy Etheridge were among ten women selected for the honors.

Dayle Buschkotter, currently a supervisory air traffic control specialist at John Wayne Air Traffic Control Tower, CA, will soon be the new manager at Fullerton Tower, CA. She is an active pilot with a commercial license for both fixed wing and rotorcraft.

FAAer Elizabeth Matarese is a technical program analyst in the Office of Aviation Safety with a multidisciplinary background in flight and airport operations. She was the first woman in the Office of Airports to hold both airport certification instructor and specialist qualifications, and an instrument flight instructor certificate. She has 22 years flying experience and is currently a pilot in the FAA's Flight Program based at Washington National Airport.

Dorothy Etheridge, of the FAA's Airport Capacity Planning Office, was the guest speaker at the event, telling the audience of her experiences as a Beechcraft dealer, aerial application business owner, pilot, consultant, and Reno Air Races winner.

**Female President.** The Air Transport Association recently named Carol Hallett its president, making her the first woman to hold that post. Hallett assumes the position on April 3, replacing Jim Landry who announced his retirement last year.

Hallett is currently a trade advisor for Collier, Shannon, Rill, and Scott in Washington, DC, and Clark Company in Paso Robles, CA. She served under President Bush as U.S. Customs Service Commissioner, and was also the Ambassador to the Bahamas. Hallett is also a pilot.

The association represents 20 U.S. airlines and is based in Washington, DC.

**Operational Milestone.** The FAA's voice switching and control system successfully completed the first phase of a comprehensive operational test program at the Technical Center in Atlantic City, NJ. The five-day stability test was the first part of operational test and evaluation—a 45-day rigorous, continuous series of system tests that simulate operating conditions to ensure the readiness of the entire system.

The voice switching and control system, also known as VSCS, is a key element in the FAA's plan to modernize the nation's air traffic control system.

Currently being installed in 21 air route traffic control centers, VSCS is a digital voice switching system that allows pilots and controllers to communicate with each other rapidly and clearly using the latest technology.

The FAA Academy has an operational VSCS that is being used around the clock to train controllers and maintenance personnel.

According to Peter Challan, the agency's VSCS program manager, "VSCS is the most thoroughly tested system in FAA history." He said that this recent milestone represents "a major program gate validating that system hardware and software will operate effectively in the demanding, day-to-day, nationwide management of air travel."

## Headquarters Intercom

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## Health and Safety

### *Hinson Issues New Agency Policy on Employees and the Environment*

FAA Administrator David Hinson recently issued a policy statement on Employee Occupational Safety and Health and Environmental Compliance, establishing guidance for future decision-making where FAA activities interface with workers or the environment.

The policy ranks human health and safety, as well as safeguarding the environment, high on the list of priorities when considering strategies for pursuing the FAA mission.

"FAA employee safety, health, and environmental compliance are not 'either/or' issues, nor nuisances that can be relegated to a back burner when resources are lacking," said Hinson. "These issues are high on the FAA's agenda, and will be reviewed with any new programs as they are designed to carry the agency's world leadership in air safety into the 21st century."

#### *The new policy reads as follows:*

FAA employee safety, health, and environmental compliance are of prime importance to the agency. By ensuring a workplace free of recognized hazards to people or the environment, we will all reap the benefits of increased employee satisfaction and productivity and a wholesome environment.

Adherence to the standards of the Occupational Safety and Health Administration and the Environmental Protection Agency is not only mandatory, it is also in everyone's best interest. Each of us has a role in ensuring FAA employee safety and in protecting the environment and promoting the aviation safety mission of the agency. We can meet this significant multiple challenge by ensuring that safety, health, and the environment receive priority at every level of decisionmaking.

The FAA's safety, health, and environmental compliance policy includes:

- Participation — to encourage communication and cooperation among all organizations to achieve safety, health, and environmental goals.
- Commitment — to ensure a safe and healthful workplace for all FAA employees and the protection of the environment.
- Training — to raise environmental and safety awareness and to safeguard employee safety, health, and the environment.
- Resources — to identify hazards and develop cost-effective strategies for protecting employee safety, health, and the environment.
- Timeliness — to keep informed of the most current developments in the safety, health, and environmental arenas and to meet updated standards quickly.
- Service — to work together to meet the workplace safety and health needs of our employees and preserve our environment.

## Helping Out

### *EAP Offers Guidance on Caring for Aging Parents*

The Headquarters Employee Assistance Program (EAP) reminds employees that certain feelings are normal when caring for aging parents.

➤ **Denial.** "Nothing is wrong," especially with Alzheimer's.

➤ **Guilt.** "I didn't do enough," or "I'm neglecting my family."

➤ **Betrayal.** "Good children don't abandon their parents to the care of strangers."

➤ **Embarrassment.** Parents may begin to say crazy things or soil themselves. It can elicit a strong emotional response when a once functional person acts like a child.

➤ **Anger.** At parents for getting old, at siblings for not giving enough, at caregivers for not doing it right, and at medical professionals for not curing them.

➤ **Depression.** It hurts to see our loved ones suffer. Signs that depression is getting out of hand include not eating, sleeping, crying, irritability, or increased use of

medications or alcohol.

➤ **Fear.** Of death, of things unknown, of changing relationships.

➤ **Confusion.** Over roles—"Am I the child or the parent?"

For help dealing with eldercare issues, or other personal problems, employees can contact the EAP by calling Kim Brams, EAP Manager, or Cary Cook, EAP on-site counselor, 267-3945. Services are available 24 hours a day by calling 1-800-234-1EAP.

EAP counseling services are confidential, available to all employees and their household members, and are prepaid by the FAA.



## FOIA Training from page 1

nationwide. The FOIA training session included presentations by the FAA and Department of Justice, which focused on procedural requirements, compliance, and exemptions.

FAA Deputy Administrator Linda Hall Daschle opened the session and emphasized her concern about enhancing the FAA's FOIA process. "In statements issued by President Clinton and Attorney General Janet Reno, this administration established a strong new spirit of openness in government under the FOIA," said Daschle. "Secretary Peña, Administrator Hinson, and I share this commitment."

The method in which a FOIA request is processed has a "significant and long lasting impact on the agency's credibility and integrity," said Assistant Administrator for Public Affairs Sandra Allen. "The bottom line here is that how each of you handles your FOIA request is crucial to the success of the FOIA program and to the agency's role in maintaining public trust — our integrity," said Allen.

Valerie Collins, director of the FAA's FOIA Program

Office, provided closing remarks and announced the schedule for future meetings with headquarters, regional, and center FOIA coordinators. Additional sessions are scheduled for headquarters FOIA coordinators April 21 at 10 a.m. in conference room 9ABC. A teleconference will also be held on April 21 at 2 p.m. with regional coordinators.

The FOIA office is scheduled to conduct additional training sessions in the Eastern, Southern, Great Lakes, and Northwest Mountain regions over the next two months. The headquarters training session was videotaped and will be edited for future training needs.

Earlier this year the FAA established an office with expanded staff to provide policy and program guidance on FOIA requests. The new FAA office role is consistent with recommendations of the joint DOT/FAA 757 Wake Vortex Review headed by the DOT General Counsel Stephen Kaplan and Deputy Administrator Daschle. The review also called for improved training on the procedural requirements of FOIA as well as substantive exemptions.



*FAA Deputy Administrator Linda Hall Daschle kicks off FOIA training at Headquarters.*

## Telephone Changes

### *Headquarters Employees Will No Longer Be Required to Dial "8" for FTS Calls*

Instead of dialing "8" to reach FTS long distance numbers, Headquarters employees must now dial 9, 1, plus the area code and seven-digit telephone number. The call will then be automatically routed through FTS.

FAAers in the Nassif and Transpoint buildings will be making the switch in the near future.

The change is necessary to meet the requirements of the new North American Numbering Plan, allowing for future growth of the telephone system.



Affected employees should use the following guidelines when placing a call:

- For a local call within the (202) area code, dial 9, plus the seven-digit telephone number.
- For a local call within the (703) or (301) area codes, dial 9, plus the area code and seven-digit telephone number.
- For a long distance or FTS call, dial 9, 1, the area code, plus the seven-digit telephone number.
- For an international call, dial 9, 1, 011, plus the country code, city code, and local number.

## Flightplan

**Federal Privatization.** The National Council for Public-Private Partnerships is sponsoring a two-day conference *Thursday and Friday, March 30 and 31*, at the J.W. Marriott Hotel in Washington, DC, on "Federal Privatization: Washington's Agenda Today."

Office of Aviation Policy, Plans, and Management Analysis Director John Rodgers will participate in a panel discussion on "Direct Privatization: The Sale or Transfer of Government Assets."

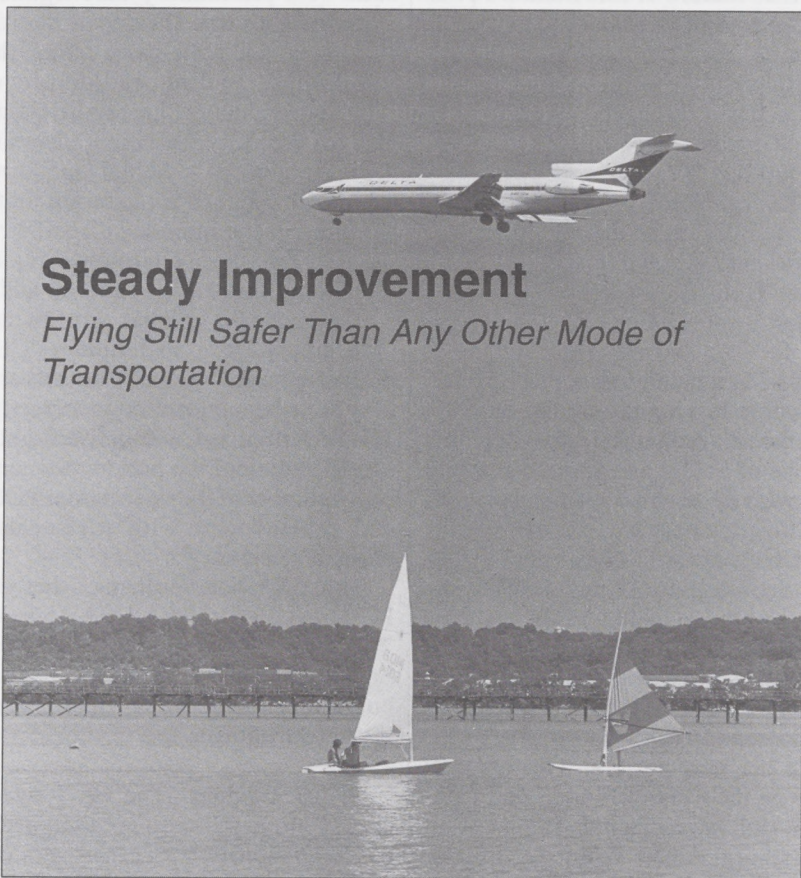
The Council seeks to combine the best of both the public and private sectors to help provide more cost-effective and efficient services to the general public.

For more information or to register, call (703) 578-8800.



U.S. Department of Transportation  
Federal Aviation Administration

# Headquarters Intercom



## Steady Improvement

*Flying Still Safer Than Any Other Mode of Transportation*

*Safety statistics comparing air travel to other modes of transportation show that less people are killed in aviation accidents than by any other means.*

Aviation safety remains one of the least recognized success stories in recent years. In fact, safety statistics comparing air travel to other modes of transportation—as well as other leading causes of death—show that, by far, less people are killed in aviation accidents than by any other means.

Until the USAir accident in Charlotte, NC, large air carriers had flown 21 million flights without a fatal

accident. Accident rates in all segments of aviation have steadily improved over the past 30 years.

Measured by person miles of travel, major airlines typically are about 30 times safer than interstate travel, even though this country's intercity highway system is the safest in the world. Counting all airlines—majors and commuters—an airline trip averages about 25 times

*turn to **Steady** on page 3*

## Highlights

**Outstanding Assistance.** Associate Administrator for Regulation and Certification Tony Broderick recently honored those FAAers who provided outstanding assistance in organizing and presenting the January 9 and 10 Aviation Safety Conference in Washington, DC.

“The tireless efforts and can-do attitude of this team was instrumental in making the conference a huge success and the biggest airline safety conference in history,” said Broderick.

FAA Administrator David Hinson, and Flight Standards Director Tom Accardi presented plaques to team members Richard Birnbach, Barbara Aleshire, David Harrington, Jack Howell, Frederick Leonelli, Gregory Michael, Thomas Longridge, Thomas Toula, Thomas Imrich, Mary Bobb, Teresa Bradshaw, Stacey Wood, Constance Brown, Regina Hockaday, Lane Speck, Charles Huettner, Beth Hill, Beverly Steadman, Virginia Krohn, Marcis Bisenius, Sandra Contee, Joyce Hall, Sabreenah Kay, Debrah Walker, Gwendolyn Hargrove, Patricia Reed, Marlene Vermillion, Leslie Colberg, Phyllis Duncan, Dean Chamberlain, Virginia Hoover, Janet Stewart, David Correia, Alan Maxton, Patrick Cariseo, and Marcia Adams.

**Acting Regional Head.** Western-Pacific Region's Chief of Staff Elly Brekke is currently that region's acting administrator.

She replaces Carl Schellenberg who left the region to become the director of the Office of System Capacity and Requirements at Washington Head-

*turn to **Highlights** on page 2*

## Highlights from page 1

quarters.

Brekke has been with the FAA for 20 years, and has served in Airway Facilities, Air Traffic, and Public Affairs. She accepted the position of special assistant to the administrator in the Western-Pacific region in 1994, later becoming the chief of staff.

**Flights Stopped.** Westates Airlines, Inc., a Rochester, NY-based charter and scheduled air service operator, recently grounded three of its aircraft following FAA safety inspections that found numerous maintenance and record-keeping discrepancies.

The FAA's investigations were based on allegations that three of the aircraft were operating with improper maintenance systems.

Westates entered into a consent order with the FAA under which it agreed to ground its three aircraft. The company will not be permitted to fly these aircraft until a complete validation of the airworthiness condition is confirmed by the FAA. The agency's investigation into Westates' operation and maintenance practices is ongoing.

Westates also operates as Gray Line Air, and holds operating authority for Part 121 commercial and charter air

service. The carrier has conducted operations out of Niagara Falls, NY, Greensboro, NC, Miami, FL, Atlanta, GA, and Cap-Haitien, Haiti. Their fleet consists of four Convair 580 aircraft, with one currently undergoing maintenance.

**Tampa Manager.** Nancy Oussaty is the new air traffic manager at the Tampa International Air Traffic Control Tower in Tampa, FL. Before moving to Tampa, Oussaty was the assistant air traffic manager at LaGuardia Airport in Flushing, NY.

She began her FAA career in 1983 as an air traffic controller at the New York Terminal Radar Approach Control facility, and also worked as a quality assurance specialist before leaving the facility in 1987. She then moved to the Eastern Region's Office of Safety and Capacity, where she worked as an air traffic evaluator. In 1989, Oussaty was the manager of the Dutchess Air Traffic Control Tower in Poughkeepsie, NY. In July 1992, she returned to LaGuardia as the assistant air traffic manager. Prior to joining the FAA, Oussaty was a flight instructor at Embry-Riddle Aeronautical University in Daytona Beach, FL.

In her new position, Oussaty will also be the Central Florida hub manager. Hub towers include Tampa, Saint Petersburg, Albert Whitted, Sarasota, Regional Southwest, and Page, as well as the Orlando hub—Daytona Beach, Sanford, Orlando Executive, and Melbourne.

**Power Control Units.** The FAA recently issued an Airworthiness Directive ordering all operators of Boeing model 737 series airplanes to inspect the main rudder power control units (PCUs) and replace parts—where necessary—that were modified by Aero Controls, Inc., a repair station in Auburn, WA.

Earlier this month, the FAA received reports indicating that two of

36 PCUs modified by Aero Controls, Inc., failed functional tests that were required by a January 3 agency airworthiness directive. In this directive, repetitive tests of the main rudder power control unit were required to detect excessive internal leakage of hydraulic fluid, stalling or reversal; and the eventual replacement of the unit with a modified model. Results of a preliminary investigation indicate that the repair station may not have been using the proper tooling and/or procedures during the modification of the PCU. This could result in the aircraft's rudder operating with reduced force or not moving in the intended direction.

Twenty-six airplanes registered in the U.S., and an additional 10 airplanes worldwide, are equipped with rudder PCUs that were tested by Aero Controls and may have been modified incorrectly. The FAA required, within five flights, identification of the part number and serial number of the main rudder PCU, and replacement with serviceable parts, if necessary.

The FAA has confirmed that the PCU installed on the USAir model 737 series airplane involved in the September 1994 accident near Pittsburgh was not modified and/or tested by Aero Controls.

**VSCS Training.** The FAA Academy sponsors training classes for technicians, national airspace managers, engineers, and software specialists on the voice switching and control system.

Courses, which are taught in "electronic classrooms" to emphasize hands-on experience, teach the agency's new "remove and replace" maintenance philosophy for maximizing system availability. Four courses are held each day, with 12 students in each session. The training is continually updated to include key software upgrades. The material on these upgrades is provided to students who were previously trained.

At the end of last month, 144 students had completed the training.



Nancy Oussaty

### Headquarters Intercom

April 4, 1995  
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Manager

Employee Communications Branch

**Briar S. Haggett**  
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## Tax Time

### Check 1994 Changes Before Filing This Year's Federal Return

Changes in 1994 federal taxes could revise the bottom line on your tax return, according to Internal Revenue Service officials.

Before you sit down to do your taxes, IRS officials recommend you find out about the changes and how they may affect your taxes. For example, more people may qualify for the earned income credit, but the extra credit for a child born during the year is gone.

To take you through the updated tax laws, the IRS offers a free pamphlet—IRS Publication 553, *Highlights of 1994 Tax Changes*. For a copy, call 1-800-829-3676.

Tax law changes include:

→ Social Security and equivalent Tier 1 railroad retirement benefits may be taxed at a higher rate, up to 85 percent from 50 percent.

→ Earned income tax credit amount increases, as does the amount an individual earns, for people who work and have qualifying children.

→ Individuals who work but don't have children may now qualify for the earned income credit.

→ The health insurance credit and the extra credit for a child born during the calendar year are gone.

→ Standard mileage rate for using

your car for work has increased to \$0.29 per mile, up \$0.01 per mile.

→ Travel expenses paid for someone accompanying you on a trip, like a spouse, can no longer be deducted unless the individual has a specific business purpose on the trip and would be allowed to deduct the expenses.

→ People who deduct business meals and expenses may now deduct only 50 percent of the cost.

→ Deductions for dues and memberships in clubs are out.

→ Some expenses associated with a work-related move may no longer be deducted, such as travel expenses, meals and lodging for a premove househunting trip and qualified home sale, and purchase and lease expenses.

→ To be able to deduct any moving expense, the new main job location must be at least 50 miles farther from the old home than the old job location. The previous measure was 35 miles.

→ To deduct one-time contributions of \$250 or more to a charity, you must have written documentation from the charity.

→ For contributions to charities that are over \$75 in funds and goods or services, the charity must give you a written statement indicating the amount

over the value that is tax deductible.

→ Luxury taxes on furs, jewelry, aircraft, and boats are repealed, but they still apply to certain items such as passenger vehicles with a sticker price over \$32,000.

If you have specific questions or need help with these changes or other aspects of filing your federal tax return, contact your local IRS office or call 1-800-829-1040.

*Article courtesy of American Forces Information Services.*

## Steady from page 1

safer than travel on the interstate.

The National Aeronautics and Space Administration reports that the risk of being struck by a meteorite is comparable to the risk of being fatally injured in an airline accident.

Between 1989 and 1993 in the United States:

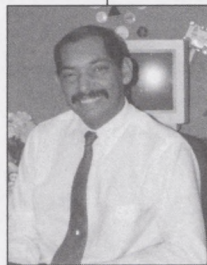
- 228,000 people died in highway accidents
- 120,000 were murdered
- 105,000 died from accidents in the home
- 62,000 died from falls
- 47,000 died in accidents on the job
- 33,500 pedestrians died
- 26,000 died from poisoning
- 23,000 drowned—another 3,000 drowned in their homes
- 21,000 died from fires and burns
- 15,000 died from ingesting food
- 4,600 died from recreational boating accidents
- 4,000 died from bicycle accidents
- 3,000 died at rail-highway crossings
- 400 died in accidents involving animal-drawn vehicles—wagons, sleighs

During this time frame, a total of 432 passengers died in major airline accidents—300 on Part 121 carriers and 132 on commuters. Fifty crew members died in airline accidents, including cargo flights.

## FAA Remembers

**Angel Colon**, retired employee development specialist, died of cancer on March 18. He was 42 years old.

Colon retired from the agency on December 16, 1994, after working in the Human Resource's Training and Career Development Office. He was responsible for managing out-of-agency training requests and retirement seminars for Washington Headquarters personnel. Prior to



joining the FAA, Colon worked at the Pentagon in the Information Systems Command where he provided training and career development opportunities.

He was also active in his community and condominium committee.

A memorial fund has been set up in Colon's name. Anyone wishing to make a contribution can contact John Ogden, AHR-120, x77379.



## Travelling Safely

### *Civil Aviation Authority Issues Guidelines to Air Passengers*

The Civil Aviation Authority recently published *Travelling Safely*, a new brochure that contains simple guidelines to help air passengers ensure their flights are safer and

more enjoyable.

The booklet answers questions most commonly asked by passengers—including the amount of baggage allowed, the necessity of listening to the safety briefing, the use of portable telephones or other electrical equipment during a flight, when smoking is permitted, and the amount of alcohol passengers can drink before and during the flight.

For example, *Travelling Safely* notes that although the aircraft's air conditioning system may make you feel thirsty, alcohol has a greater effect on the body at altitude than on the ground. It warns that passengers who have had too much to drink before a flight may be

refused boarding.

According to the brochure, the weight of baggage allowed on a flight is usually stated on the ticket, and passengers who exceed this weight may be charged a fee by the airline. It also states that portable telephones must be switched off, and not left in the standby mode while the aircraft is in flight. Electrical equipment—such as laptop computers, video games, and portable CD players—may cause interference with the aircraft's communications and control systems, and should be switched off whenever the seat belt signs are on.

The brochure also recommends that passengers pay attention to the safety briefing and read the information card in the seat pocket in front of them to learn the location of emergency exits and equipment.

Copies of the brochure are available from the Civil Aviation Administration by writing *Travelling Safely*, Freepost GL1776, Cheltenham, Glos, GL50 2BR.

## Living Benefits

### *New Feature Added to the Federal Employees Group Life Insurance Program*

Beginning May 22 through July 21, federal employees may enroll in the new "living benefit" option under the Federal Employees Group Life Insurance (FEGLI) program.

The new Living Benefits Act allows terminally ill FEGLI enrollees with life expectancies of nine months or less to collect on their basic life insurance policy while they're still alive. The dollar value of the basic benefit is equal to the employees' current salary rounded to the next thousand dollars, plus \$2,000. For example, a salary of \$34,800 carries a basic benefit of \$37,000. The basic benefit for retirees is based on their salary at retirement, reduced over time to not less than 25 percent of the amount of their basic life insurance policy when they retired. Active federal employees can take partial living benefits, and

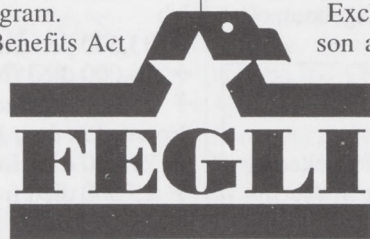
retain the rest for their beneficiaries. Retired federal employees can only take a full living benefit payment—no partial payments are allowed.

Excluded from the open season are retirees who do not have FEGLI policies.

Active employees who do not currently have policies may join the program for this purpose during the open season.

Employees and retirees may also make an irrevocable assignment of their government life insurance coverage to any persons, firms, or trusts. Enrollees selecting this option must assign their basic coverage, as well as insurance options A and B—option C is not assignable.

More details on the open season will be available from the Human Resource Management office later this month.



## Healthbeat

**HIV/AIDS Training.** The Headquarters Health Awareness Program reminds employees of the remaining dates for the HIV/AIDS awareness training.

They are:

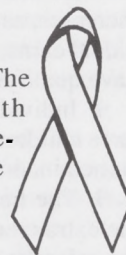
April 4	2 to 4 p.m.
April 5	9 to 11 a.m.
April 6	9 to 11 a.m.
April 7	9 to 11 a.m.
April 12	2 to 4 p.m.

Topics addressed in the FAA's training include HIV transmission and prevention, the necessity of support services, and related agency policy.

All training will be held in the Headquarters auditorium, and employees may attend the session of their choice.

**Clinic Hours.** The Headquarters health clinic, room 327, is open daily from 8:30 a.m. until 5 p.m., closing for lunch from 12 noon to 1 p.m.

If an emergency occurs, the lunch hour may vary.





U.S. Department of Transportation  
Federal Aviation Administration

# Headquarters Intercom



From left to right, FAA Administrator David Hinson, DOT Secretary Federico Peña, and Commuter/Air Taxi Branch Manager Katherine Hakala, at a recent press conference on the proposed rule.

## One Level of Safety

### Peña Fulfills Pledge for Uniform Standards for All Commercial Airlines

One hundred days after the announcement of the department's three-point safety initiative, DOT Secretary Federico Peña and FAA Administrator David Hinson fulfilled a pledge to U.S. air passengers as they set "one level of safety" for all scheduled commercial flights on aircraft with 10 or more seats.

Commending the agency's swift action, President Clinton said "these new standards are a bold and necessary step forward in improving air safety and an outstanding example of how government

can and should work to address the concerns of the American people."

According to Peña and Hinson, the comprehensive new rule proposed by the FAA is unprecedented, requiring all commuter airlines that operate airplanes with 10 to 30 seats to meet rigorous safety standards equivalent to the major carriers.

The rule requires carriers to comply with Part 121 of the Federal Aviation Regulations with some exceptions. Currently, com-

turn to **Safety** on page 5

## Highlights

**Grassroots Partnerships.** Consistent with the administration's commitment to reinvent and streamline the regulatory process, FAA Administrator David Hinson met recently with nearly 200 representatives from the aviation maintenance industry nationwide to improve their grassroots partnership.

These partnership meetings at the grassroots level are designed to continue to get FAA regulators, and those that the FAA regulates talking and working together more closely. "With this effort," said Hinson, "we can create a regulatory process that is tailored in a sensible way for regulators and that is 'user friendly' for the public."

Such open, two-way communication between the FAA and the community it regulates is expected to increase cooperation and coordination

turn to **Highlights** on page 2

## 'Each One, Reach One'

### FAA Forms Partnership with Women in Aviation, International

Reinforcing the agency's position on diversity, the FAA recently entered into a partnership with the Women in Aviation, International, to "cultivate, foster, and promote aviation education and encourage an interest in aviation to a diverse populous."

turn to **Women** on page 7

## Highlights *from page 1*

tion and to produce mutually beneficial regulatory decisions.

To get ideas from a broad cross-section of people, meetings will also be scheduled around the country at sites and workplaces affected by FAA rules.

**Alaskan Air Safety.** The National Transportation Safety Board is planning public forums next month in Juneau and Anchorage, AK, as part of a special study of aviation safety in Alaska.

The board's last major look at aviation safety in the state was 15 years ago when it completed a special study on air taxi safety for the years 1974-1978. The report adopted by the board in 1980 found that Alaskan air taxis had far higher accident rates than air taxis in the rest of the U.S.

The central focus of the board's inquiry will be scheduled commuter flights and commercial air taxi operations. Commercially-related general aviation operations will also come under review. In Juneau, the areas to be explored are aviation operations involving hunting, fishing guide and

lodge activities, logging, sightseeing, and tundra tires—larger than normal tires used to facilitate landing. In Anchorage, the forum will be devoted to weather forecasting and dissemination, air traffic control, navigation aids and communications, airports, and flight maintenance operations.

**New Manager.** Bolivar Perez is the new air traffic manager at the San Juan Center Radar Approach Control facility in San Juan, PR. The facility is a combined air route traffic control center and a terminal radar approach facility—one of three in the U.S.



*Bolivar Perez*

Perez began his FAA career in 1969 as a controller at Atlanta Air Route Traffic Control Center. In 1971, he moved to San Juan as a controller. While there, Perez held a variety of positions, including data system specialist, military liaison security specialist, and training specialist. In 1976, Perez returned to Atlanta as a controller, and later served as a training specialist. Three years later he returned to San Juan as an area supervisor, and in 1990 was selected as the facility's assistant air traffic manager. Prior to his new position, Perez was the assistant air traffic manager at Miami Air Route Traffic Control Center.

Perez will manage the facility responsible for air traffic in and around San Juan, as well as the Virgin Islands. The facility also provides approach control service to three airports in Puerto Rico without control towers—Ponce, Mayaguez, and Borinquen.

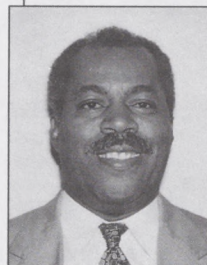
**Government Aircraft.** In a change in federal accident investigation law, the National Transportation Safety Board (NTSB) will soon begin investigating accidents and incidents involving thousands of government-owned, operated, and leased aircraft.

These aircraft are commonly referred to as "public use," and are operated by scores of local, state, and federal government agencies. The only aircraft exempted will be military and intelligence agency aircraft.

This new role of the NTSB begins April 23. Prior to that date, the NTSB only had authority to investigate civil aircraft accidents, although it had investigated some public use aircraft accidents under agreements with several government agencies. Now, the board will have legal jurisdiction over all of these accident investigations.

To satisfy the law, the NTSB will require the immediate reporting of public use aircraft accidents and incidents. The 10-day reporting grace period no longer will apply.

**Macon Manager.** Earlis Bernard is the new air traffic manager at the Macon Automated Flight Service Station in Macon, GA. Previously, he worked in Southern Region's Air Traffic Division in Atlanta, GA.



*Earlis Bernard*

He started his FAA career in 1970 as an air traffic control specialist at Memphis Center, later joining the Nashville Flight Service Station as a flight service specialist, quality assurance training specialist, and quality assurance specialist over a period of 15 years. Bernard was the assistant manager for training at Miami Automated International Flight Service Station for one year. In 1990, he moved to Southern Region Headquarters as a facilities and equipment planning specialist, later becoming an operations specialist in the Air Traffic Division.

Macon AFSS provides 870,000 flight services a year in Georgia, and is the fifth busiest in the country. The facility provides pilot briefings, enroute communications, search and rescue services, assist lost aircraft and aircraft in emergency situations,

## Headquarters Intercom

April 11, 1995  
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*Employee Communications Branch*

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relay ATC clearances, originates Notices to Airmen, broadcast aviation weather, receive and process IFR flight plans and monitor radio air navigation facilities.

**Important Inspectors.** FAA's Federal Security Manager at Dulles International Airport William Fink recently recognized members of the Federal Inspection Service for their "outstanding support and contribu-



Immigration and Naturalization Service District Director William Carroll, holding certificate, and FAA's Federal Security Manager William Fink, far left, with members of the INS staff at Dulles Airport.

tions" to the FAA's Civil Aviation Security Program at the airport.

Members of the service are employed by other government agencies—including the Departments of Agriculture and Customs, and the Immigration and Naturalization Service—and work in the International Passenger Arrivals building at Dulles, where civil aviation security is part of their daily routine.

Fink presented the group with certificates on behalf of Associate Administrator for Civil Aviation Security Cathal Flynn.

**Day Care Centers.** The General Services Administration (GSA) will soon open the 100th day care center in a federal building, and aims to open 20 more over the next two years. There were only about 20 such centers before a 1985 law permitted GSA to provide space and specific services for child care.

About 6,400 children are currently enrolled in the centers, with approxi-

mately two-thirds of them the children of federal employees. Under current law, at least 50 percent of the children enrolled in a federally-sponsored child care center must be the children of federal employees. The average tuition cost for federal employees to put their children in these centers is about \$126 per week for infants, \$118 for toddlers, \$108 for two year olds, and \$96 for three to five year olds. Charges for non-federal employees are slightly higher.

According to GSA, nearly 1,000 families receive some form of tuition assistance, including funds from GSA's recycling program, and the Combined Federal Campaign.

Within the FAA, child care centers located in GSA space are located in Headquarters as well as the Great Lakes, Alaskan, Southern, and Northwest Mountain Regions. There are also on-site child care centers at several air route traffic control centers across the country.

**Maternity Uniform.** United Airlines recently donated a maternity uniform designed for airline pilots to the National Air and Space Museum. The uniform is the first of its kind at the Smithsonian.

United Airlines Captain Cynthia Berkeley, the first pilot-in-command to wear a maternity uniform, was present at the donation ceremony. Berkeley is the daughter of a retired United Airlines captain and began her flying career at the age of 19. In 1985, she became United's first female first officer. In 1989, she made history again by becoming the company's first female captain.

The museum plans to add the uniform to its Air Transportation gallery.

**Ticketless Travel.** United Airlines is planning to expand its "Business One" service—also known as ticketless travel—to Washington National Airport.

The service provides business travelers with quick check-ins for travel between Chicago and eight other airports, one of which is National. Travelers can arrange flights over the phone with United, or through a travel agent, for an advance seat assignment. On the day of the flight, travelers need only show up at the airport with photo identification or the credit card used to purchase the ticket. Only a boarding pass will be issued.

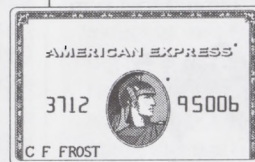
The airline plans to expand this service to all its destinations sometime this summer, and is exploring options to make it available worldwide. Ticketless travel helps airlines defray the costs of reservations and gate agents.

**Delinquent Accounts.** The Office of Accounting reminds FAAers who hold American Express cards to settle their accounts on time to avoid card cancellation. Employees are expected to pay American Express upon receipt of their statement.

American Express or its collection agency can get a court order to garnish the salary of an employee with an overdue card balance. If a card is suspended, revoked, or canceled because of an overdue balance, travel advances are limited to meals and incidental expenses like taxis.

American Express cards are for official use only—misuse of card privileges could result in disciplinary action.

Employees wishing to dispute a claim about their account should contact American Express on 1-800-492-4922 and have available their account number, reference number of the disputed charge, location of the charge, amount, statement date, and circumstances surrounding the charge.



## Building Partnerships

### Project Completed on Non-Precision GPS Approaches into Heliports

Thanks to the efforts of the FAA's General Aviation and Vertical Flight Office, Global Positioning System

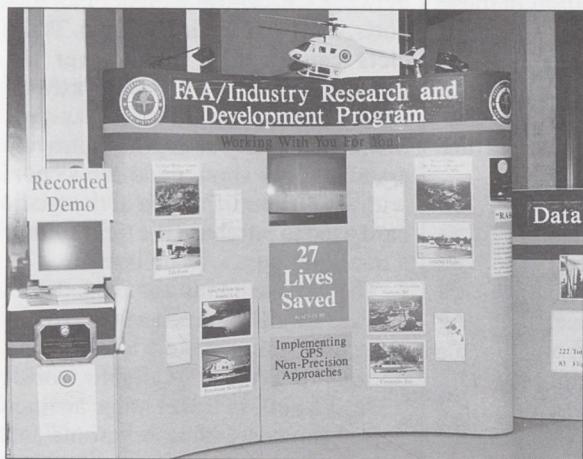
The Aircraft and Avionics Integrated Product Team after taking on the challenge to develop and facilitate the commissioning for these particular approaches, implemented flight test procedures and flight training for industry pilots. The effort was coordinated across many FAA organizations including Flight Standards, Airway Facilities, Airports, Aviation Standards, Regulation and Certification, and Air Traffic.

At this year's Heli/Expo '95 Convention in Las Vegas, NV, the

ing their pilots and certified equipment. Their combined 1994 research efforts produced the world's first commissioned non-precision GPS approach to a heliport, supplemental type certificate for installation of GPS on helicopters, and the first commissioned instrument flight rule approaches for the helicopter industry.

The first approach was awarded to Erlanger Medical Center in Chattanooga, TN. Two other commissioned approaches during the test project were made at the University of Wisconsin Hospital and Clinics in Madison, WI, and Lake Palourde Base in Morgan City, LA. This approach has been credited with saving the lives of those people who may not have survived had this approach to the hospital not been available.

During the convention, the FAA also commissioned an exhibition approach at the Las Vegas convention center parking lot for the helicopter industry to demonstrate flights using the GPS technology.



The exhibit, called "Working With You For You," was on display in the lobby of the Headquarters building last month.

(GPS) non-precision approach criteria using instrument flight rules is available to the helicopter industry. It is credited with saving 32 lives as of March 3.

group sponsored an exhibit to acknowledge the implementation of the new technology and appreciate their partners in the helicopter industry who provided the flight activity us-

## Healthbeat

**HIV/AIDS Training.** The Headquarters Health Awareness Program reminds employees that the remaining date for the HIV/AIDS awareness training is April 12, from 2 to 4 p.m.



Topics addressed in the FAA's training include HIV transmission and prevention, the necessity of support services, and related agency policy.

The training will be held in the Headquarters auditorium.

**Allergy Injections.** Allergy injections are given in the clinic, room 327, on *Tuesdays and Thursdays*, from 9 to 11 a.m., and 2 to 3 p.m.

## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30 to accommodate the increased demand for early-out and buyout retirement estimates.

Between March and December 1994, the system had provided 18,769 estimates for 8,756 FAA employees. On December 20, the day of the most recent buyout announcement, the system produced nearly 120 estimates for employees.

The General Services Adminis-

tration also requested a demonstration of the system for their Benefits staff, to test future applicability as part of their reengineering efforts.

The Office of Labor Relations encourages all employees, including managers and supervisors, to use the telephone retirement system—1-800-888-4412—for retirement planning purposes.

Employees can request as many estimates as they want, and can project a retirement date until the year 2030.



## One Level of Safety *from page 1*

Commuter airlines are regulated by Part 135, which is somewhat less stringent than Part 121.

Hinson said that the FAA used a new, streamlined rulemaking process, developed for this project, to cut through bureaucratic barriers and deliver the proposed rule in record time. "The FAA committed 50 people to the job of completing the rule in 100 days—the shortest time ever for development of a new aviation regulation of this scope—and their dedication made it happen." Spearheading the effort was FAAer Katherine Hakala, Commuter/Air Taxi Branch manager, who provided oversight of the development of the rule and implementation issues.

The proposed rule will require commuter airlines to appoint a safety officer and establish a dispatch system and a carry-on baggage program, as well as to standardize their ground deicing program. It will require commuter airline pilots to comply with the same flight and rest requirements as major airlines and will set duty limits for aircraft maintenance workers. The rule will also require additional passenger safety equipment.

Peña said the proposed rule is a direct response to public concerns about air safety and the tremendous growth of the commuter airline industry since the FAA last revised the regulations 17 years ago. Current FAA forecasts show that commuter travel will more than double by 2006. In the past 20 years, commuter aircraft hours have climbed from 900,000 to more than 2.3 million annually. Commuter departures are up from 1.4 million in 1975 to 3.1 million today.

"The safety record of commuter airlines has improved steadily since 1978, but it still falls short of the major carriers' outstanding record of safety. We need to change that. Setting a uniform safety standard now will ensure maximum passenger safety as the commuter industry continues to grow," said Peña.

Airlines that operate aircraft with 10 to 19 seats will be required to comply with the "functional equivalent" of the rule, which Hinson called a "common sense approach" that considers the feasibility of implementation, cost, and size of airplanes and operators. For example, flight attendants will not be required on airplanes with 10 to 19 seats, because the small size makes that kind of staffing unnecessary.

"Our purpose is to achieve the highest level of safety without imposing unnecessary regulations or costs that do nothing to help us reach that goal," said Hinson. "Part 121 regulations were originally written for airplanes with more than 30 seats. It is essential that we require smaller airplanes to adhere to higher safety standards, but we must also adopt the rules to the realities of these smaller planes and the conditions under which they operate."

On-demand air taxis and commuter airlines operating aircraft with fewer than 10 seats and rotorcraft operations will continue to be regulated by Part 135.

The proposed rule is expected to cost commuter airlines \$275 million over 10 years, but the FAA estimates that the stricter safety requirements may prevent as many as 94 accidents during the same 10 years, at an average estimated savings of \$5.9 million per accident. The cost to passengers is expected to average less than two dollars per one-way ticket—about \$1.91 per ticket on airplanes with 10 to 19 seats and \$0.68 per ticket on 20 to 30 seat airplanes.

In addition to this proposed rule, the FAA is working on related rules that will cover pilot rest and duty time, training, crew pairing, and the use of simulators for training and crew resource management.

Legislation to provide the FAA authority to change Part 139 to enable the agency to raise standards and require certification for small airports served by commuter airlines was transmitted to Congress on March 24.

## A Job Well Done *FAAers Recognized for Work on the '100-Day Rule'*

A team of dedicated FAAers led by Commuter/Air Taxi Branch Manager Katherine Hakala was honored recently by DOT Secretary Federico Peña and FAA Administrator David Hinson for their "participation on the team that produced the 100-day rule."

During the 100 days between December 14, 1994, and March 24, 1995, FAAers from Kansas City, MO, Seattle, WA, Los Angeles, CA, and Headquarters met in Washington, DC, to develop the proposed rule. Using a new, streamlined rulemaking process, the group accomplished in 100 days what normally takes over a year—a proposed rule that requires all commuter airlines that operate airplanes with 10 to 30 seats to meet rigorous safety standards equivalent to major carriers. A unique aspect of the process was that representatives from both the Office of the Secretary of Transportation and the Office of Management and Budget were on-hand during the meetings. Traditionally, all work on a proposed rule is done within the FAA, before being forwarded to the DOT Secretary and the Office of Management and Budget. By including representatives from these offices in the meetings, the process was successfully streamlined and made more efficient.

The team was divided into five working groups which included operations, aircraft certification, applicability, maintenance, and cabin safety. A regulatory team was led by FAAer Alberta Brown, Flight Standards Service. All members were assigned to the task full-time, and they met almost daily to reach their objective.

## International Friends

### Hinson Speaks at the 1995 Asia-Pacific Aviation Symposium

Speaking recently to government aviation leaders and decisionmakers from 20 Asia-Pacific nations, FAA Administrator David Hinson said that "cooperation is the key to the long-term global success of aviation."

During this year's three-day Asia-Pacific Aviation Symposium held in Los Angeles, CA, more than 80 foreign aviation officials and 170 U.S. representatives gathered to discuss plans, programs, and initiatives that will shape the region's air traffic and airport systems into the 21st century.

Hinson said that several challenges must be overcome by the group to ensure that international aviation will continue to grow strong and succeed in the 21st century—improving aviation safety during a period of rapid expansion, expanding capacity through airport development and the use of new air traffic control technology and procedures, and organizing civil aviation authorities to do an even better job of regulating, overseeing, and

helping to ensure aviation safety.

"In aviation, safety is the bottom line," said Hinson. "It is the foundation for public confidence, and public confidence sustains the growth and economic viability of our industry." He

in airport development. But, he said, "expanding capacity means more than just pouring new concrete. It also means using air space more efficiently, requiring a continuing commitment by all of us to improve air traffic management and to make sure that our national and regional systems are harmonizing to create an international system that delivers the highest levels of safety, efficiency, and capacity."

Hinson stated that the U.S. and the FAA are working with the international aviation community to provide other nations

**"Cooperation is the key to the long-term global success of aviation."**



David Hinson  
FAA Administrator

recounted the U.S. experience during deregulation, saying "during that turbulent period, the U.S. not only maintained our usual high standards of safety, but we also steadily improved our safety record. Our experience proves conclusively that rapid growth in air travel is not incompatible with safety."

Hinson touted countries in the Asia-Pacific region as world leaders

with some of the technology, expertise, and other resources they need. He spoke of the merits of the Global Positioning System, saying that it is "proven technology that is well-suited to the urgent needs of aviation in the Asia-Pacific region."

To help civil aviation authorities throughout the region improve their ability to regulate effectively and oversee aviation operations and ensure the safety of air travel, Hinson told the group that the U.S. has made the commitment to participate in the International Civil Aviation Organization's proposed aviation safety mechanism. He said the U.S. government and the FAA are calling on other nations with advanced capabilities, like Japan, to respond as well. The FAA is also increasing its staffing of facilities in Asia in an effort to provide additional help and expertise to civil air authorities throughout the region.

"In the global aviation system that is emerging, the problems of one nation can easily become the problems of all—but so can the solutions," said Hinson. "Individual countries can no longer be expected to work out their aviation problems alone. The issues are far too complex and pervasive to be addressed unilaterally."

## Dollars for Scholars

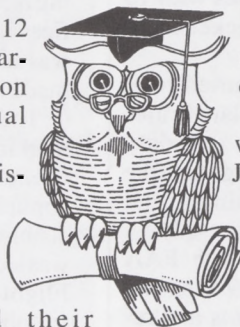
### Apply for College Money by May 12

Need financial help paying for full or part-time undergraduate or graduate students?

The deadline is May 12 to apply for the Headquarters Employee Participation Group's fourth annual scholarship program.

The group expects to distribute three \$1,000 scholarships this year.

All permanent full-time and part-time Headquarters FAAers and their spouses and dependents are eligible to apply. Applicants may be



graduate students. Courses must be taken at an accredited college or university.

Scholarship winners will be announced at the June meeting of the Headquarters Employee Participation Group.

For more information and applications, contact Gerri Robinson,

x79678.

## Women in Aviation, International *from page 1*

During the sixth annual Women in Aviation Conference, in St. Louis, MO, FAA Deputy Administrator Linda Hall Daschle and Peggy Baty, president, Women in Aviation, International, signed the historic agreement, vowing to "provide aviation education programs to the citizens of the United States."

The FAA has been supporting and assisting the Women in Aviation organization since its establishment in 1989, including participation at the annual conference. The partnership will now take that support to a higher level to increase public awareness of aviation opportunities. It will spell out joint goals for education and diversity.

"Women have brought to aviation a vital sense of mission, a strong commitment to safety, and a dedication to public service that is extremely valuable," said Daschle. "We have fought for the opportunity to be of service to this industry, and we have prevailed."

In the past five years, attendance at the convention has gone from 150 people to about 1,000 this year. "The extraordinary growth of this conference demonstrates clearly that something good is happening here," said Daschle. This year's theme was "Each one, Reach one," which tied together the overall aviation industry revival by encouraging more people to

consider aviation both vocationally and recreationally.

Daschle presented a superior achievement award to FAAer Janice Elrod, Headquarters Airworthiness Certification Branch, for her dedication to excellence in serving on the Women in Aviation's board of directors, and her outstanding efforts in bringing women into the FAA. Daschle also recognized the efforts of a group of Women in Aviation members who worked to change any gender-specific references in the Airman's Information Manual. The manual—renamed the Aviation Information Manual—is expected to be issued later this year.

During the conference, several women were recognized as pioneers in aviation. Bessie Coleman, the first African-American woman to become a licensed pilot, was recognized with a new, commemorative U.S. postage stamp to be issued this month. Coleman was also inducted posthumously into the Women in Aviation Pioneer Hall of Fame.

In closing, Daschle told participants, "we need to move forward to expand the power and influence of women, not only in Washington, DC, but all across the country. American aviation needs you—and a lot of other women just like you—as design engineers at the drawing board, as pilots in the cockpit, as airport managers, and everywhere in-between."



FAA Deputy Administrator Linda Hall Daschle, left, and Peggy Baty, president of Women in Aviation, International, right, sign the partnership agreement. Behind them is FAAer Janice Elrod, Airworthiness Certification Branch.

## Successful Students

### FAA's HACU Summer Intern Program to Begin Soon

The FAA's Hispanic Association of Colleges and Universities (HACU) program is sponsoring its second annual ten-week summer intern program to help college students experience the diversity and scope of professional careers that are available in the federal sector.

The program runs from June 5 through August 11. Any organization sponsoring an intern is responsible for the total cost associated with the student. This year the approximate cost per intern is \$8,000—which includes round-trip transportation, stipends, HACU program personnel

and equipment, and any other indirect costs.

HACU interns are college undergraduate and graduate students with minimum grade point averages of 3.0 and a variety of academic backgrounds. Although these students will be under the supervision of an FAAer, they remain employees of HACU and do not count against full-time-equivalent (FTE) ceilings.

Cesar Collantes, the agency's HACU program manager, is conducting an information briefing for organizations interested in sponsoring an intern on Tuesday, April 11, from 2

to 3 p.m., in conference room 5C. Resumes of the prospective candidates will also be available for review during the briefing.

HACU is a non-profit organization representing 127 Hispanic Serving Institutions of Higher Education and Learning, which comprise three percent of all U.S. colleges and universities. Its mission is to increase Hispanic students' access to educational programs and improve the quality of offerings at postsecondary institutions.

For more information about the program, contact Collantes, AHT-100, x67030.

## Flightplan

**Seminar Series.** The Flight Standards Service is sponsoring a presentation on improving aviation safety as part of its speaker seminar series, *Thursday, April 13*, from 10 to 11 a.m., in the Headquarters auditorium.

The keynote speaker will be Michael Rioux, vice president for Engineering, Maintenance, and Material at the Air Transport Association. He will speak on the future of the association, and how the organization and the FAA can work better together to improve aviation safety. A question and answer period will immediately follow.

For more information, contact Ruth Ann Hodges, x77480.

**The Swoose.** Frank Kurtz, former pilot of the Swoose (Boeing B-17D), will speak at the National Air and Space Museum's Langley Theater on *Thursday, April 20*, at 7:30 p.m., about his

career with the aircraft. The Swoose is the only surviving example of the early version of the B-17 aircraft.

**Networking Sessions.** The Office of Civil Rights, National Federal Women's Program is continuing its senior manager networking/brown bag sessions in 1995.

The next session will be held on *Tuesday, April 25*, with Associate Administrator for Civil Aviation Security Cathal Flynn.

Discussion topics will include program initiatives, diversity, succession planning, employee development, and barriers to employment.

Interested employees can contact the Office of Civil Rights on (202) 267-5794 or (202) 267-9730 (TDD/TTY). For meeting location, employees should contact their Federal Women's Program manager or coordinator. If a sign language interpreter is required, employees must call one week in advance.

All employees are invited to attend.

**HR Business.** FAAer Darlene Olson will present "The Role of Reengineering and Benchmarking in Changing Human Resource Management Practices," during the National Conference on Benchmarking in Government, *Tuesday, May 23*, at the Loews L'Enfant Plaza Hotel in Washington, DC.

Olson's presentation will focus on the FAA's experience in transitioning to a new way of doing human resource business—making the organization more streamlined, automated, and customer-focused.

An organizational psychologist with the agency, Olson is involved in reengineering human resource processes and implementing the AHR business plan.

For more information on the conference, employees can call the conference sponsor, Institute for International Research, on 1-800-345-8016.

## Rooms for Rent

### *Contracting for Short-Term Conference and Meeting Space*

A recent investigation by DOT's Office of Inspector General found that FAA employees are not following the proper procedures when procuring commercial conference space, and recommended that the agency issue guidance on the proper procedures for obtaining this space.

Records reviewed in the investigation indicated that, in some cases, employees did not determine whether government facilities were available for meetings before procuring outside space. This resulted in excessive and unnecessary costs to the agency.

Conference or meeting space requirements may range from the rental of a room for a one-day

meeting or training session, to a full-scale conference of several days. Space for these meetings may be acquired by an organization's internal contracting office or through a support contract. Prior to procuring commercial space though, organizations must seek the availability of government-owned space through the General Services Administration (GSA). If government space is not available, GSA will authorize the organization to obtain commercial space.

The focal point at FAA Headquarters for coordinating requirements for conference space is the Facilities Management Branch, AAF-52.

## People

**Leave Donations.** Pike Reynolds, manager of the Operations Concepts, Planning and Performance Division in the Systems Maintenance Service, and Arretta Jefferson, a secretary in the Office of Budget, are eligible recipients in the FAA's leave donor program.

Reynolds is undergoing aggressive treatment for multiple myeloma which has already included eight months of chemotherapy and a bone marrow transplant. Complications and infections following these procedures have prevented him from returning to work. He is expected to be out of work for six to nine months.

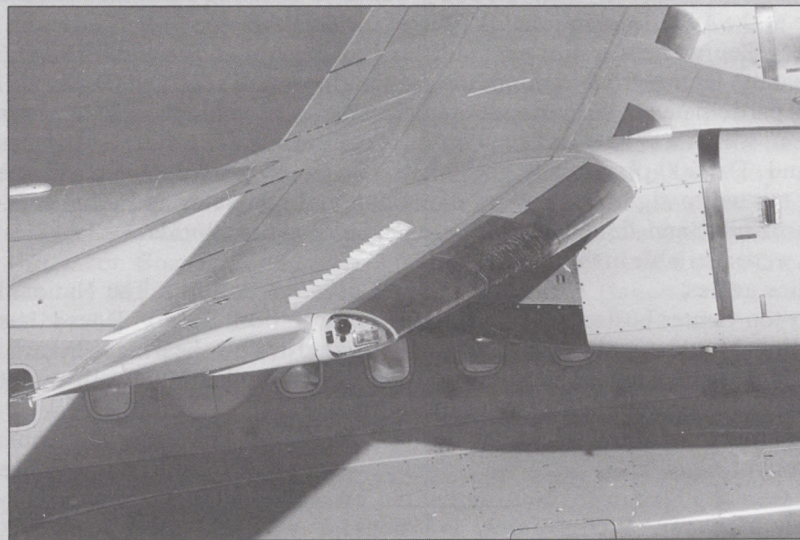
Jefferson exhausted all of her leave for surgery last January for a knee problem, and carpal tunnel surgery on her left hand. She must undergo additional surgery due to complications.

Anyone wishing to donate annual leave to either FAAer can contact Paulette Randolph, AHR-151, x73897.



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

# Headquarters Intercom



The larger deicing boots prevent the formation of ice forward of the ailerons. Installation of the modified deicing boots on the U.S. fleet began mid-March, and will be completed by June 1, 1995.

## Bigger and Better

### FAA Approves Expanded ATR Deicing Boots

The FAA recently approved new, larger deicing boots for ATR-42 and -72 aircraft that will prevent the formation of an ice ridge on the wing by nearly doubling the effective coverage of the boots.

Installation of the modified deicing boots on the U.S. fleet began mid-March, and will be completed by June 1, 1995—a deadline established earlier by the FAA in a January 11, 1995 Airworthiness Directive.

The approval follows a four-month review of all available technical data by the FAA and the Direction Generale de l'Aviation Civile (DGAC), the French airworthiness authority.

Both agencies reviewed and approved extensive technical design data and wind tunnel test data produced by Aerospatiale, the manufacturer of the ATR aircraft. The FAA and DGAC also participated in numerous flight tests that validated the performance of the new deicing boots. Flight tests took place in natural icing conditions, and also included special flights behind an "icing tanker." Results of these tests confirmed that the new, larger deicing boots will prevent the formation of a ridge of ice along the wing in front of the ailerons, and is expected to prevent the resulting lateral control prob-

turn to **Boot** on page 2

## Streamlining Operations

### DOT Legislation to Change the Structure of the Department Finalized

Making good on the President's promise "...to give the American people a government that works better and costs less," DOT Secretary Federico Peña announced that the legislation to restructure the DOT, streamlining the department from 10 operating administrations to three and making the air traffic control system an independent unit, was submitted to Congress Thursday, April 6.

"This restructuring carries forward the reinvention of the federal government that President Clinton began two years ago," said Peña. "DOT has been a leader in this effort. We've improved customer service through automation and by streamlining procedures and regulations."

According to the legislation, the U.S. Air Traffic Control Service Corporation (USATS) would be a not-for-profit federal government corporation of about 40,000 employees, and would be responsible for the operation, maintenance and development of the ATC system. The FAA would continue to oversee and regulate all aspects of aviation safety—including USATS, regulate aviation security, conduct aviation research and development other than in the area of ATC, administer airport programs, and support national defense activities. In addition, the FAA would have an office of Commercial Space Transportation, which will examine issues relating to the proposed "space  
turn to **Streamlining** on page 3

## Highlights

**Fond Farewell.** Office of Airport Safety and Standards Director Leonard (Chip) Mudd retired from the agency on March 31 after 39 years of federal service.

Mudd began his FAA career in 1959 on the Dulles International Airport project, later serving as chief of the Construction Division, and then chief of Planning for the Bureau of National Capital Airports. He also served as the deputy director of the Office of Airport Standards, chief of the Airports Engineering Division, and chief of the Airports Planning Division.

Mudd held his most recent position since 1981. He was responsible for the development and promulgation of federal design, construction, equipment, and safety standards for the nation's airports; administration of the Airport Certification Program;



Leonard Mudd

and the collection and dissemination of airport facility data on over 18,000 landing areas in the U.S.

He holds an engineering degree from the University of Maryland, and a law degree from Catholic University in Washington, DC.

**Winning Team.** Twelve controllers from Boston's Air Route Traffic Control Center recently took second place at the 1995 International ATC Hockey Tournament.

Twenty teams from around the world participated in this year's tournament, which was held in Tampere, Finland. The 500 players and guests were treated to sightseeing tours of the host city, and three ice skating rinks were available to the players for practice games.

Boston Center hosted the first international tournament 23 years ago. The 1996 tournament will be held in Halifax, Canada, and the 25th anniversary tournament will take place in Vancouver, Canada.

**New Manager.** Victor Garcia is the new air traffic manager at the Fort Myers South-west Regional Air Traffic Control Tower in Fort Myers, FL. Before moving to Fort Myers, he was the acting assistant air traffic manager at the San Juan Center Radar Approach Control Facility (CERAP).

Garcia began his FAA career in 1969 as a developmental air traffic controller at San Juan Center in Puerto Rico. Two years later, he began working as a controller at San Juan International Flight Service Station. He also worked as a controller at Isla Grande Air Traffic Control Tower and at the San Juan Terminal Radar Approach Control Facility, both in San Juan, PR. In 1977, he was the assistant air traffic manager at Isla

Grande for one year before becoming an area supervisor at San Juan.

Between 1991 and 1994, Garcia was officially the assistant manager for quality assurance at the San Juan Center Radar Approach Control Facility. During this time he was also the acting air traffic manager at the San Juan Air Traffic Control Tower and International Flight Service Station, and as acting assistant manager of the CERAP.

Fort Myers handles about 182,566 operations each year, and Garcia will manage its 33 employees, 30 of whom are controllers. The tower also handles traffic at Page, Naples, Charlotte County, Immokalee, and Marco Island airports in Florida.

**Collision Hearing.** The National Transportation Safety Board has scheduled a public hearing to investigate the November 1994 collision of a TWA MD-82 and a Superior Aviation Cessna 441 at Lambert-St. Louis International Airport, and to explore the broader issue of runway incursions. It will be held Wednesday, April 19, 9 a.m., at the Doubletree Hotel, 300 Army Navy Drive, Arlington, VA.

Issues to be discussed at the hearing will include the scope of the runway incursion problem in the U.S., FAA runway incursion solutions, delays in implementing the Airport Surface Detection Equipment (ASDE-3) and Airport Movement Area Safety System, and airport operations.

## Boot *from page 1*

lem that is suspected to have existed in the October 31, 1994 accident in Roselawn, IN.

This modification does not terminate action for the January 11 directive.

A new directive will be issued soon that addresses the operational and flight crew procedures to be used in conjunction with the newly-modified deicing boots.

## Headquarters Intercom

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Victor Garcia

## Streamlining *from page 1*

plane" and other space-related sub-

ts.  
The reorganization initiative, one of the top recommendations of Vice President Gore's National Performance Review, would take the ATC system out from under outdated and burdensome procurement and personnel rules, and allow it to keep pace with the explosion of emerging technologies. The new, independent USATS will help make flying safer because it will be able to access private capital in order to modernize more rapidly, and will be able to hire staff more efficiently.

The USATS would be managed by an 11-member Board of Directors appointed by the President and confirmed by the Senate. The Board would consist of the Secretaries of Transportation and Defense, and nine members with knowledge of sound corporate business practices and who represent passenger and cargo carriers, general aviation, unions, airports and business. The Chairman would be selected from and by the 11 Board members. The Board of Directors would set corporation policy and ap-

point a Chief Executive Officer (CEO), who would be responsible for the day-to-day management of the system. The USATS would be fully funded from fees charged to users of the air traffic control system, and would get no subsidy from the federal government.

The remainder of the department will be organized into two Administrations, the Intermodal Transportation Administration and the United States Coast Guard.

The St. Lawrence Seaway Development Corporation, already a wholly-owned government corporation, would be made a free-standing independent agency, and the Office of the Inspector General (IG) will remain an independent entity reporting directly to the Secretary.

The reorganization legislation is expected to provide "one-stop shopping" for state and local government, private industry, and the public; retain the close connection between safety and infrastructure; simplify funding; and benefit our customers by providing a streamlined organization that is more responsive.

For more information on the conference, employees can call the conference sponsor, Institute for International Research, on 1-800-345-8016.

**Interactive Video Training.** The Office of Human Resource Management is sponsoring an information meeting on the agency's future training methods, *Wednesday, April 19*, from 9:30 to 11 a.m., in the Headquarters auditorium.

Guest speaker will be Dr. Cissy Lennon, FAA Academy, who will talk about interactive video training—a multi-media technology delivered at the worksite to cut down on travel costs while still delivering quality training.

For more information, contact John Ogden, x77379, or Debi Holden, x73877.

## Flightplan

**HR Business.** FAAer Darlene Olson will present "The Role of Reengineering and Benchmarking in Changing Human Resource Management Practices," during the National Conference on Benchmarking in Government, *Tuesday, May 23*, at the Loews L'Enfant Plaza Hotel in Washington, DC.

Olson's presentation will focus on the FAA's experience in transitioning to a new way of doing human resource business—making the organization more streamlined, automated, and customer-focused.

An organizational psychologist with the agency, Olson is involved in reengineering human resource processes and implementing the AHR business plan.

## Better Service DOT Public Documents Available Electronically

Employees can now access DOT press releases, selected speeches by Secretary Federico Peña, and other public affairs information on the Internet via the World Wide Web.

The department's web server can be reached at: "<http://www.dot.gov>."

To reach the public affairs information, employees can select "What's New," or can choose the "News Items" link located on the system's home page. DOT's World Wide Web server is compatible with all major web browsers including NCSA, Mosaic, Spyglass, AirMosaic, Netscape, Tapestry, and Lynx.

The DOT is also in the process of consolidating its nine separate docket facilities into a single, central office, and converting from a paper-based system to an electronic imaging system, to provide better service to its customers.

"The increase in the number and complexity of rulemakings and adjudicatory proceedings has generated into a mountain of paper," said Peña. "This new electronic system will provide users with better and quicker access to information. In the future, the system will eventually permit individuals to perform electronic searches of public records from outside Washington, DC. Electronic docketing is beneficial for the public, and saves the government time and money."

For more information, employees can contact Lorie Dankers, x65565, or Paulette Twine, x69322.

## End of an Era

### Imprest Funds Being Phased Out Throughout the DOT

The DOT is phasing out all of its imprest funds to meet the National Performance Review goal of eliminating "pockets of idle cash" on which the Department of Treasury must pay interest. The FAA currently operates about 369 imprest funds.

Closure of the FAA's Headquarters fund will occur in two phases: the first, which took place on April 3, was the change of the location for the sale of travelers checks and parking stickers. SATO Travel, room 536A, now handles the sale of travelers checks, and the sale of parking stickers is made by the Parking/Transit Benefit Section from the fifth floor window where transit benefits are also distributed. Transit benefits are issued daily in the Headquarters building from 8:30 to 11:30 a.m. Parking stickers are sold each afternoon between 1:30 and 3:30 p.m.

During the second phase, which begins July 1, cash will no longer be available for payment for small purchases, issuance of travel advances, or reimbursement for local and temporary duty expenses. Both of these phases have already been completed in the Transpoint and Nassif buildings. The fund closed in the Transpoint building on December 31, 1994, and in the Nassif building on March 31.

Director of Budget and Accounting Ruth Leverenz has

developed several alternative methods for handling those transactions that will no longer be handled through cash issued by the imprest fund cashier after June 30. For example, she recommends that organizations utilize International Merchant Purchase Authorization Cards—VISA cards issued by the Rocky Mountain BankCard system—to meet small purchase needs. Organizations should first contact the Director of Acquisitions, ASU-1, for training on the use of these cards. American Express travel charge cards can also be used to obtain travel advances through the purchase of travelers checks or automatic teller machine (ATM) withdrawals.

Employees who incur reimbursable expenses are encouraged to provide the Accounting Operations Division, AAA-200, with bank account identification information so that reimbursements can be made more quickly using the Department of Treasury's automated clearing house process.

The agency is also looking to issue third party drafts (TPD's) as a substitute for Treasury checks for small purchases, travel advances, and expense reimbursements up to \$2,500. Although the drafts are more efficient than Treasury checks, they still require the recipient to negotiate the check through a financial institution.

## Communication Partnership

FAA Administrator David Hinson, center, Helicopter Association International President Frank Jensen, right, and Tom Snyder, chairman of the board of the American Helicopter Society, left, recently renewed a proclamation that established a public awareness and aviation education partnership for vertical take off and landing aircraft.

The new agreement revises a December 7, 1989 proclamation signed by then-FAA Administrator James Busey that established the original partnership between the three groups to guide the public awareness initiative.

The intent of the partnership is to unite all modes of transportation—through the sharing of assets, expertise, and resources—to address the integration of vertical flight technology into intermodal transportation systems of the future.

"Working together through a formal partnership enables the organizations to bring many programs of mutual interest to fruition," said Hinson. "Our combined interest provides all citizens, especially America's young people, with a better understanding of the important role of civil aviation in the U.S and throughout the world."



## Dollars for Scholars

### Deadline is May 12

Need financial help paying for books or courses?

The deadline is May 12 to apply for the Headquarters Employee Participation Group's fourth annual scholarship program.

The group expects to distribute three \$1,000 scholarships this year.

All permanent full-time and part-time Headquarters FAAers and their spouses and dependents are eligible to apply. Applicants may be full or part-time undergraduate or graduate students. Courses must be taken at an accredited college or university.

Scholarship winners will be announced at the June meeting of the Headquarters Employee participation Group.

For more information and applications, contact Gerri Robinson, x79678.



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

# Headquarters Intercom



*Final Monitor Aid technology, developed by the FAA and Unisys Corporation, helped make the world's first triple simultaneous landing at Denver International Airport a success.*

## Solid Solutions

### *New System Supports First Triple Runway Landing at Denver International Airport*

The first simultaneous triple runway approach to landing under instrument flight rules at Denver International Airport last February made aviation history thanks to the efforts of the FAA and the Unisys Corporation.

Working together, the two groups developed a system called the final monitor aid (FMA) to help controllers clearly and accurately monitor incoming aircraft as they perform independent precision approaches.

*turn to Solutions on page 7*

## Highlights

**Ground Radar.** The FAA recently commissioned the sixth Airport Surface Detection Equipment—commonly known as ASDE-3—at the Lambert-St. Louis International Airport.

The new advanced digital radar penetrates fog, rain, snow, and darkness to show air traffic controllers a picture of all airplane and vehicle traffic moving on the runways. The commissioning of the ASDE-3 is the first step in a two-step program to improve the control of ground traffic at airports. The second step, currently under development, will couple the new radar with an advanced software tracking and warning system.

ASDE-3 radar is designed to produce a clear and accurate display of ground traffic even during periods of inclement weather and restricted visibility. The system superimposes an

*turn to Highlights on page 2*

## Heading Out

### *FAA's Buyout Total Rises to 3,322*

More than 300 FAA employees took advantage of the opportunity for deferred buyouts offered recently by the DOT, bringing the total number of FAA buyouts to 3,322 since the agency launched its streamlining efforts two years ago as part of the Federal Workforce Restructuring Act of 1994.

In all, 354 FAAers elected to take separations deferred to October through December 1995 and 1996

*turn to Buyout on page 3*

## Highlights from page 1

enhanced radar picture on top of a map of the airport so controllers can relate the target radar images with their geographical position on the airport surface. The radar image of ground traffic is updated every second.

St. Louis is the sixth airport to commission the system. The FAA is installing the new radar system at 40 selected airports to enhance safety and reduce delays.

**Chinese Aircraft.** For the first time, the FAA recently certified an aircraft designed and manufactured in the People's Republic of China. The certification permits the Model Y-12 Harbin aircraft—which meets the highest U.S. airworthiness standards—to be imported and operated in the U.S., putting the Chinese on the same level with other worldwide aircraft manufacturers.

Since 1991, the U.S. has had a bilateral airworthiness agreement with the People's Republic of China, enabling the FAA to receive technical assistance and production surveillance from the General Administration of Civil Aviation of China for U.S. products manufactured in China.

### Headquarters Intercom

April 25, 1995  
No. 95-16

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The provisions of that agreement have now expanded to allow U.S. acceptance of small airplanes and certain aircraft components.

The newly-certified, 19-seat aircraft is manufactured by the Harbin Aircraft Manufacturing Corporation in Harbin, a city in Northern China. The FAA has been overseeing the Chinese aircraft certification system for the past three years to ensure strict adherence to U.S. airworthiness standards.

**Testing Completed.** The operational readiness demonstration and test and evaluation on the Voice Switching and Control System (VSCS) at the Technical Center in Atlantic City, NJ were successfully completed at the end of last month.

The test used simulations of the Washington and Atlanta Air Route Traffic Control Centers and the Raleigh-Durham Air Traffic Control Tower to provide a realistic air traffic control environment in which to evaluate the system.

Simulated activities included ground-to-ground and air-to-ground communications, air traffic supervisory and reconfiguration functions, Airway Facilities preventive and corrective maintenance actions, and VSCS failure recovery testing. A total of 22 simulation activities were successfully completed during the testing.

**Replacing Valves.** The FAA recently issued an Airworthiness Directive ordering replacement of incorrectly assembled turbocharger oil outlet check valves installed or repaired after August 1, 1994, on 12 engine models manufactured by Teledyne Continental Motors (TCM). The engines power such general aviation and small commuter aircraft as the Mooney Model M20K and several Piper aircraft types. If left uncorrected, the condition could lead to complete loss of power.

There are about 10,000 engines of the affected TCM models installed on U.S.-registered aircraft. However,

based on the FAA's data, 500 engines are estimated to have had the turbocharger check valve either installed or repaired since August 1, 1994. Based on data from the manufacturer, TCM, there are about 236 suspect valves.

Of the 236 engines, 220 have already been identified as having the wrong valve installed, and users are in the process of being notified by the manufacturer. The remaining 16 check valves have not been accounted for, since they were sold to TCM distributors and cannot be traced.

Since an incorrectly assembled check valve cannot be visually identified, the directive considers all check valves with date codes A3Q94, A4Q94, and A1Q95, as suspect and requires removal prior to further flight. Since an unsafe condition has been identified that may exist or develop on other engines of the same type and design, the FAA's order also applies to them.

**Film Manager.** The FAA and the National Hispanic Coalition of Federal Aviation Employees Capital Chapter are looking for an employee to help develop and produce a documentary film highlighting the contributions of Hispanics in aviation.

The assignment involves a nine to 12 month detail as the Hispanics in Aviation Film Program Manager.

For more information and application requirements, employees can contact Mark Rios, x79339, Manuel Vega, x75575, or Mayte Agosto, x78972.

The deadline for applications is Friday, May 5.

**Flopping Photos.** Due to a printing error, the photos of Leonard Mudd and Victor Garcia were switched in the April 18 issue of *Intercom*.

Leonard Mudd, Office of Airport Safety and Standards director, retired from the agency on March 31. Victor Garcia is the new air traffic manager at the Fort Myers Southwest Regional Air Traffic Control Tower in Fort Myers, FL.

## Giving Hope

### Daschle Honors Organizations Who Exceeded CFC Goals

FAA Deputy Administrator Linda Hall Daschle recently recognized those Headquarters organizations whose contributions helped the agency exceed its dollar goal during the 1994 Combined Federal Campaign (CFC).

The Office of Budget and Accounting managed this year's campaign, helping the agency surpass its goal of \$358,700, and raise over \$370,000 for the local and national charities served by the CFC.

Organizations that raised an average of \$150 per employee and/or achieved 100 percent participation during the campaign received Presidential awards. They were Aviation Safety, Public Affairs, Budget and Accounting, Civil Rights, Civil Aviation Security, Government and Industry Affairs, and the Offices of the



Acting Associate Administrator for Administration Dale McDaniel, left, presents FAA Deputy Administrator Linda Hall Daschle with the Chairman's Award for the Combined Federal Campaign.

Administrator and Deputy Administrator.

Also during the ceremony, Acting Associate Administrator for Administration Dale McDaniel presented Daschle with the chairman's award for the agency, recognizing the outstanding generosity of FAAers during the 1994 campaign.

Other chairman's awards went to those organizations who gave at least \$100 per employee and/or achieved 75 percent participation. Winners of these awards were Information Technology and Flight Standards.

Additional awards for employee contributions of \$50 and/or a participation rate of 60 percent went to System Capacity, Human Resource Management, and Policy, Planning, and International Aviation.

## Rising Buyout Totals *from page 1*

during the five-day period from March 13 through March 17 when the application window was open. The agency offered these buyouts primarily to employees in accounting, budget, personnel, and procurement occupations—positions that were targeted in every federal agency by the National Performance Review for reduction to 50 percent of 1993 levels by the end of 1999. The details of the FAA's coverage and the terms of the deferred buyout were unveiled to all employees in a March 10 memo signed by FAA Administrator David Hinson.

In addition, 214 FAA employees opted for final-round buyouts from December 20 through March 31. In a March 2 memo to all FAAers, Acting Associate Administrator for Administration Dale McDaniel announced

revisions in position coverage to the December 20, 1994 limited buyout which included information on extensions and reopenings of buyout windows in the various FAA organizations up through the final expiration of buyout authority on March 31.

The success of the buyout program moves the FAA closer to its goal of achieving a 12 percent reduction in its work force as part of the administration's efforts to streamline and reinvent government. As part of that streamlining effort, the FAA was recently directed by DOT to take "no action to recruit or promote employees into GS-14 and GS-15 positions in administrative, legal or other cross-cutting areas likely to be affected by consolidation." The hiring and promotion freeze will stay in place until the DOT's restructuring process is

complete and final implementation decisions are made.

The current FAA freeze includes senior executive service positions (SES) in the agency, with an additional restriction on reassignments. Deputy positions in program areas are not to be filled without prior approval by the Executive Resources Review Committee.

Cross-cutting areas include public affairs, congressional/intergovernmental affairs, policy review and evaluation, and correspondence control.

Administrative positions include those occupations targeted by the National Performance Review and those in the training, internal security, information resource management, financial management, and management analysis areas.

## Effective Partnership

### Industry-FAA Action Coalition Promotes General Aviation Health

Forging effective and productive partnerships is a key strategy that involves a wide range of organizations and groups. The aim is to promote and enhance the common goal of improving air safety while fostering economic health of the aviation industry to ensure that it can meet the current and future needs of the traveling public.

One such partnership is called the General Aviation Action Plan Coalition (GAAPC). The group was formed in 1993 to help implement the General Aviation Action Plan (GAAP), a mechanism adopted by the FAA in 1992 for the agency and private sector to work together to revitalize the industry.

The plan was produced by the Flight Standards Service's General Aviation and Commercial Division to support the Service's annual management plan and the FAA's strategic plan.

At the time of the coalition's formation, general aviation employment and new pilot starts were down. Factory production of small, single-engine aircraft was sharply curtailed. In short, the industry was at an historic low.

The GAAP was written as an action plan to reverse the industry's ailing condition. It was rewritten in March 1994, and today forms the basis for FAA actions to help the industry and for ways the industry can help itself.

The industry-government efforts are guided by four principles in Vice President Gore's National Performance Review (NPR): Cut red tape while maintaining or increasing safety; put customers first and give them a say in FAA programs; empower FAA employees to obtain results; and return to basics by eliminating unneeded programs and costs while increasing services to FAA customers.

Meeting quarterly in frank, give-and-take sessions, the coalition and top FAA management focus on industry and GAAP initiatives emphasizing non-regulatory or other approaches, where possible, to resolve issues.

For example, at the most recent meeting—chaired by Edward Stimpson, president of the General Aviation Manufacturers Association (GAMA)—extensive discussions were held on

the proposed U.S. Air Traffic Services Corporation. Dr. George Donohue, FAA Associate Administrator for Research and Acquisitions, explained the association's advantages—such as more effective cost management, procurement and personnel policies—that would result in better air traffic



FAA Administrator David Hinson, front row and fourth from left, with members of the General Aviation Action Plan Coalition.

service.

FAA attendees were then exposed to general aviation industry concerns about the level of service to be provided. Several coalition members voiced their opposition to the plan, as well.

Nevertheless, while the industry-government leaders may agree or disagree on the issues, they are united in their belief that the meetings provide a valuable opportunity to better understand differing positions on GAAP objectives.

In addition to GAMA, industry members of the coalition are: American Electronics Association, Aircraft Owners and Pilots Association, Experimental Aircraft Association, Helicopter Association International, National Air Transportation Association, National Association of Flight Instructors, National Association of State Aviation Officials, National Business Aircraft Association, Professional Aviation Maintenance Association, Small Aircraft Manufacturers Association and Soaring Society of America.

## Thrifty Travel

### HEPG Offers Alternatives to Keep Costs Down

The FAA Headquarters Employee Participation Group (HEPG) recently offered employees several suggestions to save travel expenses on the government's bill. For example, since several major discount airlines that offer fares lower than the negotiated government paired fares fly from Dulles and Baltimore-Washington International Airports, the HEPG suggests several easy ways to get there. Other tips included:

→ **Travel to Dulles International Airport.** A Washington Flyer Express bus operates from the West Falls Church metro station (on the orange line) to Dulles beginning at 6:30 a.m. on weekdays, and running until 11 p.m. The bus also runs from the airport to the metro between 6:30 a.m. and 10:30 p.m. Hours vary slightly on the weekends. The 22-minute trip usually runs two or three times each hour. Employees can call the Washington Flyer on (703) 685-1400 for more detailed information.

→ **Travel to Baltimore-Washington International Airport.** Take the MARC or AMTRAK trains from Union Station in Washington, DC. Fares range from \$4.50 to \$9, and the

trains run between 6:30 a.m. and 11:30 p.m. For more information on train service, employees can call 1-800-325-RAIL.

→ **The Hotel and Motel Fire Safety Act of 1990.** The act mandates that employees stay in facilities with approved sprinkler systems and smoke detectors. All lodging facilities in the OAG Official Travel Guide with the "FSA" symbol are in compliance with the act.

→ **Cash Awards for Saving the Government Money.** The HEPG has recommended to FAA Administrator David Hinson that the agency adopt a program to give cash awards to travelers for savings incurred from the use of less expensive lodging and of frequent flyer benefits to purchase airline tickets for official travel. The group also recommended that savings earned from using carriers that offer lower fares than the government negotiated paired fares be shared with the employee.

→ **Special Airline Fares.** Valuejet from Dulles has nonstop fares to Orlando and four other Florida cities for as low as \$72 each way with a 21-day

advance purchase. The highest walk-up fare is \$139, and no round trip purchase or Saturday night stay is required. There is a \$25 fee to change flights, along with any fare increase, and tickets are good for one year. The Center for Management Development in Palm Coast, FL, can be accessed by flying through Jacksonville or Orlando.

Valuejet now offers flights from Dulles to Chicago and Montreal with fares ranging from \$59 to \$109 each way depending on advance purchase time.

Southwest Airlines has companion fares from Baltimore-Washington International Airport to any of the its destinations. Two people can fly from BWI to Oklahoma City, OK, for as low as \$468 any weekday before 7 p.m., or \$418 flying after 7 p.m. or on weekends. Reservations need only be made one day in advance, and are fully refundable. FAAers are also reminded to make sure that their travel order authorizes discount fares. Employees can contact SATO Travel for more information on discount airfares.

For questions or comments employees may contact Roger Martino, (202) 267-8506, or via cc:Mail.

## Employee Express

### Helping FAAers Change Their Personnel and Payroll Information

The DOT is participating in an interagency pilot project to develop "Employee Express," a system that lets employees personally change their personnel and payroll information without management, human resource office, or payroll office review.

Phase I of the project begins April 30, and will allow employees in test locations to make changes to their federal tax withholding amounts, home addresses, direct deposits of net paychecks, and allotments, using touch-tone telephones or touch-screen kiosks. FAA participants include employees from the Miami Air Route Traffic Control Center, Southern California Terminal Radar Approach Control Facility, Washington Headquarters, the Aeronautical Center, Southern

Region Payroll Office, and Alaskan Region. The kiosks will only be located in Miami, Washington, San Diego, and Oklahoma City. The system's 24-hour toll-free number is 1-800-827-6289.

The first phase will run through October 31. Employees at the test locations will receive a Personal Identification Number from the Office of Personnel Management to allow them to access the system.

Employee Express will help the agency reduce paperwork while providing better and faster service to employees.

For more information on the system, employees can contact Debbie Clough, Human Resource Reengineering Team, 267-3272.

## Visiting Delegation

Twenty-seven representatives of the organizations involved in China's air traffic control and aviation/airport management system recently spent three days visiting the FAA's Western-Pacific Region as part of the U.S.-China Joint Defense Conversion Commission Air Traffic Control Project. The project was initiated last fall by FAA Administrator David Hinson and Defense Secretary William Perry.

The Chinese delegation spent a majority of their time in discussions with FAA officials on civil/military air traffic control matters, airport development and safety, and security. The group also visited the new air traffic control tower at Los Angeles International Airport and the new terminal radar approach control facility at San Diego. Their visit also included the 1995 Asia-Pacific Aviation Symposium, where more than 80 foreign aviation officials and 170 U.S. representatives gathered to discuss plans, programs, and initiatives that will shape the region's air traffic and airport systems into the 21st century.

Shown above, from left to right, at the air traffic control tower under construction at the Los Angeles International Airport are Acting Western-Pacific Regional Administrator Elly Brekke, Lt. General Huai Guomo, vice minister of the State Commission on Science, Technology, and Industry for National Defense, Bao Peide, vice minister of the General Administration of Civil Aviation, and Deputy Director of International Aviation John Hancock.



## Star Spangled Investment

### Headquarters Kicks Off Bond Campaign

The Headquarters kick off for the 1995 U.S. Savings Bond campaign will be held *Tuesday, May 9*, in front of the building (weather permitting) or in the lobby, at 11:30 a.m.

The theme of this year's drive is "Feel Good About Helping Yourself to a Brighter Future, Your Loved Ones, and Your Country."

FAA Administrator David Hinson is the agency's unit vice chairperson for the campaign, and Assistant Administrator for Policy, Planning and International Aviation Barry Valentine is the area campaign chairperson.



**U.S. SAVINGS BONDS**

*Secure Your Future Today*

The Master of Ceremonies is Channel 4's Bob Ryan. Other program events include a performance by the FAA Chorale, a country-western line dance demonstration, an accordion duet, and an appearance by the FAA's Day Care Center kids.

The annual drive continues through the end of May.

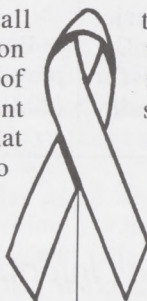
## Relaxing Requirements

### FAAers Now 'Strongly Urged' to Attend HIV/AIDS Training

In an April 4 memo to all FAAers, Federal Air Surgeon Jon Jordan and Acting Director of Human Resource Management Kay Frances Dolan stressed that "no employee will be forced to attend HIV/AIDS training and there will be no negative consequences for anyone who chooses not to attend."

In September 1993, President Clinton recognized that the federal government, as an employer of nearly three million people, had to meet the public health and workplace challenges of HIV/AIDS. April 1994 guidelines issued by the White House Office of National AIDS Policy provided that this training was mandatory for every federal employee.

In response to employee concerns about the frank nature of the prevention segment of the training, FAA



trainers began giving employees the option of excusing themselves from that portion of the session. Based on those incidences and further discussion with the Office of the Secretary of Transportation and the White House Office of National AIDS Policy, Jordan and Dolan issued the memo stating that no employee would be forced to attend the training.

The memo did note, though, that overall employee response to the training has been overwhelmingly positive—95 percent of the training evaluations received in Headquarters were positive. Employees were strongly urged to "take advantage of this opportunity to learn more about this terrible disease."

Attendance at any future training sessions will not be recorded by name.

## FAA Remembers

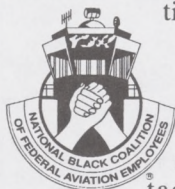
**William Heimbach**, retired deputy director of the Office of Labor Relations, died on March 3 in Midlothian, VA.

Heimbach joined the agency in 1964, and held numerous managerial and executive positions in the personnel and labor and employee relations areas before his retirement in 1980.

## 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: *May 2*. Contact Carrie Wood, x78411.

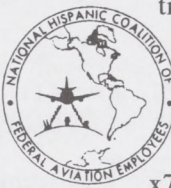


**FWPC.** The Federal Women's Program Committee meets the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Next meeting: *May 3*. Contact Doretha Robinson, x75842.



**Headquarters EPG.** The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m., McCracken room. Next meeting: *May 11*. Contact Bob Cripe, x78211, or Gerrie 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: *May 3*, room 5C. Contact Mark Rios, x79339.



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

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

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

**Managers Association.** The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, from 12 noon to 1 p.m., in the MOC room. Next meeting: *May 11*. Contact Warren Davis, x79224.

**NA-AN.** The Native American-Alaskan Native Coalition meets the *third Wednesday* of each month from 1 to 2 p.m. Next meeting: *May 17*. 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: *May 9*. 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: *May 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: *May 4 and 18*. Contact the Employee Assistance Program, x73945.

**Toastmasters.** The FAA chapter of Toastmasters—the FAA Speechmasters—meets the *first and third Tuesday* of every month from 12 noon to 1 p.m., MOC room. Next meetings: *May 2 and 16*. Contact Caprice Lloyd, x79881, 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: *May 18*. 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: *May 9*. Contact Margaret Powell, x67037.

## Solutions from page 1

multaneously into triple parallel runways in all weather conditions.

The new system works in conjunction with the existing Automated Radar Terminal System IIIA (ARTS) by extracting data from the ARTS computer system and processing it for viewing on FMA displays. These color displays are the first of their kind in an ARTS Terminal Radar Approach Control system.

FMA alerts controllers to a variety of conditions, including when aircraft are lined up on the wrong approach course or when an aircraft is heading for the zones used by control-

lers as warnings to prevent collisions.

Upon installation at Denver, the terminal radar approach control ARTS IIIA system was expanded to include a local area network and associated equipment for the final monitor aid displays to receive ARTS data used for controlling the aircraft. The hardware used for the system is primarily off-the-shelf FAA ARTS IIIA and commercial-off-the-shelf equipment.

During opening day at Denver, the FMA worked with no reported problems, enabling the airport to sustain a rate of 92 arrivals per hour.

## Flight Standards' Best

### Reno FSDO Wins National Recognition

Western-Pacific Region's Reno Flight Standards District Office (FSDO) recently won national honors for its outstanding achievements during fiscal year 1994, making significant contributions in promoting air safety and fostering growth in aviation.

The Reno facility is the only FAA FSDO serving Northern Nevada and Northeastern California. Its area of responsibility covers some 68,975 square miles with a population of only 551,400 people. During the 1994 fiscal year, 15 technical and three administrative employees served over 7,900 pilots, 2,800 certified mechanics, 700 flight instructors, and 33 designated representatives. The facility also holds certificate management responsibility for four Part 121 air carriers, which accounts for 25

percent of all Part 121 carriers that maintain certificates in the Western-Pacific region.

The facility also employs team management to conduct routine surveillance, certification projects, and their daily workload in a more efficient manner. All teams have union representation, and the meetings were open to all employees. The nine teams include Automation, Operational Training Needs Assessment, Aircraft and Simulator Rental, Awards, Policies and Procedures, Management, Occupational Safety and Health Safety, and the Handbook Bulletin and Telemail Team.

The Reno facility's Aviation Safety Program was also recognized as being a "leader in its field."

These are the top regional flight standards district offices from which Reno was selected:

**Fairbanks**  
Alaskan Region

**Richmond**  
Eastern Region

**Detroit**  
Great Lakes Region

**Windsor Locks**  
New England Region

**Salt Lake City**  
Northwest Mountain Region

**Miami**  
Southern Region

**Dallas/Fort Worth**  
Southwest Region

All regional nominees will receive a special recognition plaque.

## Heralding Heroism

Thirteen-year-old Jodi Itri, center, was recently honored by Southwest Region's Flight Standards Division Manager Tom Stuckey, far right, for her bravery, courage, and extraordinary efforts in saving her father's life when he crashed his home-built helicopter last summer.

Last July 25, Itri witnessed the aircraft fall into the family's backyard. The tail rotor separated from the aircraft and struck her father in the face, putting him in a semi-conscious state while the helicopter was still running. Itri called 911 and returned to the scene to crawl under the rotating blades and over her father's legs and shut off the helicopter engine. She then held him in the aircraft until the blades came to a stop.

During the ceremony, Stuckey said that Itri's "heroic actions in saving her father's life are amazing. She is most deserving of this award and we in the FAA are honored to present it." Also present during the ceremony were, from left, Don Itri, Eileen Itri (Jodi Itri's parents), and Jerry Virden, the aviation safety inspector who nominated Itri for the award.



## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30 to accommodate the increased demand for early-out and buyout retirement estimates.

During the month of February, the number of requests rose significantly due to buyout announcements—1,610 estimates were done for 437 employees. The total number of requests in the system's first year of operation stands at 22,088 for 9,664 FAAers nationwide. Of the more than 22,000 estimates, more than half have been for retirement dates in 1996 and beyond.

The Office of Labor Relations encourages all employees, including managers and supervisors, to use the telephone retirement system—1-800-888-4412—for retirement planning.

Employees can request as many estimates as they want, and can project a retirement date until the year 2030.



U.S. Department  
of Transportation  
Federal Aviation  
Administration

# Headquarters Intercom



The ASDE-3 antenna (shown here at the St. Louis-Lambert International Airport) monitors ground traffic, enabling air traffic controllers to see positions of aircraft, fuel trucks, and other airport traffic on airport property in all weather conditions.

## Improving Safety

### FAA Issues Its 1995 Runway Incursion Action Plan

The FAA recently released its 1995 Runway Incursion Action Plan that lays out specific projects to continue improved airport safety, while expanding capacity and enhancing ground operations. A runway incursion is any occurrence at an airport involving an aircraft, vehicle, person, or object on the ground that creates a hazard or results in close contact with aircraft during take off or landing procedures.

The plan, which was unveiled during an April 17 press conference in Washington, DC, steps up the FAA's 1991 Runway Incur-

sion Program of which 75 percent of the objectives have been met. The plan contains a timetable for new technologies, including a specific schedule for launching the Airport Movement Area Safety System (AMASS) in May 1996 with system-wide application in 1997.

"The Runway Incursion Action Plan is based on a proactive, focused partnership with airports, controllers and the entire aviation community to achieve the common goal of increased safety," said FAA Administrator David Hinson.

turn to **Runway** on page 4

## Highlights

**Transferring Operations.** The FAA's Ontario Terminal Radar Approach Control Facility (TRACON) in California recently transferred its air traffic operations to the Southern California TRACON. The first flight after the transfer was an instrument flight rule aircraft enroute from Las Vegas, NV, to Ontario, CA.

Ontario is the fourth of five TRACON facilities to be consolidated into the Southern California facility. The Los Angeles, Coast, and Burbank facilities have already been transferred. The fifth facility, the San Diego TRACON, has a planned cutover of September 16.

Southern California TRACON is the busiest of its kind in the world, with estimated annual instrument operations to exceed three million upon consolidation of all five facilities.

**Chief Scientist.** Dr. Floyd Hollister has been named chief scientist for software engineering for the FAA's Office of Information Technology.

Hollister is responsible for establishing the direction and ensuring continuous improvement of software development for the agency. He will also evaluate the agency's efforts to implement software improvements by incorporating the latest developments into the aviation system as quickly as possible.



Floyd Hollister

turn to **Highlights** on page 2

## Highlights *from page 1*

Prior to joining the FAA, Hollister was the director of the Technology Division at the Software Engineering Institute (SEI) of Carnegie-Mellon University in Pittsburgh, PA. Before that, he was vice president of corporate research, development, and engineering for Texas Instruments, Dallas, TX.

Hollister earned his Ph.D. in electrical engineering from the Naval Postgraduate school and an AB in Liberal Arts from Columbia University. He is a member of numerous professional honor societies, is a registered professional engineer in Texas and California, holds several patents, and has published several articles.

**More Controllers.** To ensure maximum efficiency in some of the world's busiest airspace, Associate Administrator for Air Traffic Services Monte Belger recently reassigned 15 air traffic controllers to the FAA's New York terminal radar approach control facility. The move is part of a larger effort that, in addition to the reassignments, will bring another group of 10-15 controllers to New York as quickly as possible.

The FAA and the National Air Traffic Controller's Association worked to-

gether to reach the agreement on increased staffing. The union had raised concerns that its members were working too many hours. Belger described working with the union to reach the agreement as "an important step" toward ensuring that the facility is staffed adequately and that the aviation public continues to receive superior service.

The FAA is also conducting a 45-day management review at both the New York radar facility and center, focusing on staffing and resource issues, to determine if the agency is efficiently using the resources that are assigned to the facility, and, also to determine long-term staffing levels.

**Distinguished Achievement.** The FAA's General Aviation and Vertical

Flight Program Office Staff was recently honored by the Helicopter Association International for their "outstanding skills in leadership, practical application of technology, and understanding of general aviation operational requirements."

The group received the association's Distinguished Achievement Award for their achievements in the development of non-precision Global Positioning System approaches, and preparation for a demonstration of general aviation in support of the 1996 Olympic Games in Atlanta, GA, known as the Atlanta Short-Haul Transportation System. Development of the system involves shaping the requirements for the world's first infrastructure to support low level flight to include landing areas, flight

routes, and the concepts to integrate this capability in harmony with the community.

"Without the strong and effective leadership of the FAA's General Aviation and Vertical Flight Program Office, the project would not have even gotten off the ground," said Frank Jensen, the association's president.



FAA Administrator David Hinson, seated second from left, and Helicopter Association International President Frank Jensen, seated far right, with the FAA's General Aviation and Vertical Flight Program Office Staff.

## Headquarters Intercom

May 2, 1995  
No. 95-17

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## People

**Leave Donations.** Donna Hughes, a program support specialist in the Flight Standards National Field Office, is an eligible recipient for the FAA's leave donor program.

Hughes is recovering from major abdominal surgery and has exhausted all of her leave.

Anyone wishing to donate annual leave should contact Paulette Randolph, AHR-100, x73897.

**FEI Selection.** FAAer Jim Adler, benefits functional team leader in the Office of Human Resource Management, was recently selected as an executive in residence for the Office of Personnel Management's Federal Ex-

ecutive Institute in Charlottesville, VA.

Adler will be one of five government executives who will conduct 10 four-week executive training sessions for nearly 700 federal, state, and local government, and private industry employees. The assignment begins in September.

Adler has been involved in the Human Resource Management field for over 25 years, and has been with the FAA since 1981. He has held a number of positions with the agency including deputy director of Personnel, Washington Headquarters Personnel officer, Pay and Position Classification manager, and most recently, Employee Relations Division manager.

## Flightplan

**Radar Conference.** The IEEE Aerospace and Electronics Systems Society and National Capitol Area Council are sponsoring Radar '95—the fifth of its international radar conferences held every five years—*Monday through Thursday, May 8 through 11*, at the Radisson Plaza Hotel at Mark Center, Alexandria, VA. DOT Secretary Federico Peña and FAA Administrator David Hinson will be guest speakers at the event.

This year's conference will emphasize new technology in radar, and the FAA will define its position on the utilization of radar in air traffic control for the 21st century.

Interested employees may call (703) 790-6328 to register.

**Barbie Display.** The Smithsonian's National Air and Space Museum is sponsoring a display of "Flight Time Barbie®: Dolls from the Popular Culture Collection," *Friday, June 9 through Monday, September 4*.

The display features a history of Barbie as she moves from American Airlines stewardess in 1961 to Astronaut in 1994, and a 1993 Army Barbie and Ken, both wearing 101st Airborne Division Operation Desert Storm uniforms.

The museum is open seven days a week, from 10 a.m. until 5:30 p.m.

## Message from the Administrator

### *Security Strengthened in All FAA Facilities*



I am sure you are all aware of the recent bombing of the Federal Building in Oklahoma City and the tragic loss of life. Our thoughts are with those who are suffering.

The President and Attorney General have already expressed this Government's firm resolve to find those responsible and bring them to justice. The Administration has also strongly urged—and in the Washington, DC, area has mandated—strengthened security for Federal facilities.

My primary concern is your protection. Therefore, on April 19, I directed all FAA facilities to implement Security Condition ALPHA, contained in Order 1900.1E, "Emergency Operations." Security personnel will be performing more thorough checks of individual identification, personal packages, and vehicles. These measures may cause delays and some inconvenience. I ask you to cooperate willingly with our security guards and personnel, and to be patient in the weeks ahead.

Our security staff is working closely with the FBI and other national law enforcement agencies. They will keep you informed as circumstances change. If necessary, we will elevate the FAA's security condition.

I also ask you to be vigilant. You can contribute to your security and that of your fellow workers by noting and reporting to security personnel anything unusual or suspicious, including persons, packages, containers, or vehicles.

By working together as a team, we can best ensure our security and show our determination to continue the Nation's work in aviation.

A handwritten signature in cursive script that reads "David Hinson".

David Hinson

## Way to Go!

### *Baton Rouge Controllers Save Student Pilot*

Bill Buvens and Craig Campbell, air traffic controllers in Baton Rouge, LA, recently saved the life of a student pilot who ran into problems during a solo flight.

Cory Brazell's difficulties began on a flight between Lafayette, LA, and Pascagoula, MS, while he was attempting to complete the 10 hours of solo flight necessary for his license. Flying at 1,500 feet 15 miles west of Baton Rouge, LA, Brazell flew into

clouds. With no experience flying instrument only, he panicked and began a rapid descent at 800 feet. "At that point," said Brazell, "I really didn't think I was going to land that plane." He contacted Buvens for help, however, Buvens is not a pilot and could only provide information on planes and other obstructions in the area.

Ray Huber, veteran pilot and instructor, was flying nearby and assisted Brazell in leveling his plane.

Campbell then picked up on the situation, and all three helped Brazell land safely.

James McMains, manager of the Baton Rouge Air Traffic Control Tower, said "the controllers and their supervisor, Tony Morrison, in assisting the pilot, no doubt saved his life. Their professionalism, knowledge, and ability is a tribute to the air traffic system and entire aviation community."

## Runway Incursion Action Plan *from page 1*

"While the current system is the safest in the world, this effort expands upon the unprecedented safety initiatives that emerged from the Aviation Safety Conference DOT Secretary Federico Peña and I convened in January this year with government, industry, and aviation officials."

The FAA's plan addresses five specific functions to reduce surface errors at the nation's more than 570 civil airports—including reducing human error, improving ground communications, development and implementation of technologies to increase surface guidance and surveillance, as well as improved ground traffic management procedures and equipment.

As a result of the FAA's 1991 Runway Incursion Program, the agency has commissioned Airport Surface Detection Equipment (ASDE-3) at 11 airports nationwide,

with 10 more facilities to receive equipment this year.

ASDE-3 is an advanced digital radar that penetrates rain, snow, and fog to show controllers in the tower a picture of all airplanes and vehicles moving on runways and taxiways. A total of 34 airports will receive ASDE-3. The ability of ASDE-3 to be enhanced by new technologies clears the way for improvements to the system as the nation's aviation community enters the era of satellite navigation.

To capitalize on current technological advancements, the FAA's 1995 Runway Incursion Action Plan augments ASDE-3 with a state-of-the-art automated alerting system called the Airport Movement Area Safety System (AMASS). In less than one second, AMASS tracks all ground operations, compares each move-

ment, and automatically provides visual and audio alert of potential conflicts or even the slightest deviation in airport procedures. The first deployment of AMASS is scheduled for May 1996 in San Francisco, CA.

The agency's ongoing runway incursion effort has established a management process, and with industry participation has identified specific recommendations to improve airport surface movements. To date, the agency has completed 30 out of the 45 runway projects.

Runway incursions in the U.S. have steadily declined since 1990. Five years ago, there were 0.43 runway incursions per 100,000 airport operations.

Today, the number has dropped to 0.33. Out of 62 million take offs in 1994, there were 205 operation errors recorded.

## Serving Employees Better

### *New Procedures for Receiving Parking Stickers and Transit Benefits*

Due to the closing of the FAA's Headquarters imprest fund, the Office of Administrative Services and Property Management has implemented new procedures for the sale of monthly parking stickers and the issuance of transit benefits.

Both parking stickers and transit benefits are now distributed daily from a fixed location in each of the three area Headquarters buildings. The new schedules are as follows:

Building	Room	Transit Benefits	Parking Stickers
Nassif	P2-0329	8:30 to 11:30 a.m.	1:30 to 3:30 p.m.
FOB 10A	531A	8:30 to 11:30 a.m.	1:30 to 3:30 p.m.
Transpoint	3609	8:30 to 11:30 a.m.	1:30 to 3:30 p.m.

The Office reminds those employees receiving parking stickers that they must pay parking each month, even if they are not actually parking at work during that particular month. Employees may purchase up to three months of parking in advance, and are requested to bring the following information when purchasing stickers: parking permit number, number of months being purchased, and method of payment—exact change is appreciated when paying cash, and employees are asked, if paying by check, to arrive with the check already filled out.

For further information or questions, employees can call x61276.

## FAA Remembers

**Virginia Price**, statistical assistant in the Office of Aviation Policy, Plans, and Management Analysis, died on March 24 at the Washington Hospital Center where she was being treated for an extended illness. She was 71 years old.

Price's FAA career began in 1967, and includes nearly 28 years of continuous service with the Aviation Statistics and Forecast Branch. Prior to joining the FAA, Price held civilian positions in the U.S. Air Force and Census Bureau.

Price was active in the Canaan Baptist Church's usher program, and the Interdenominational Church Ushers Association of Washington, DC.



Virginia Price



U.S. Department of Transportation  
Federal Aviation Administration

# Headquarters Intercom



Safe and Airworthy  
FAA Approves Boeing 777 Design



Above: The Boeing 777 in flight.

Right: Holding the 777 certification from the FAA and Europe's Joint Aviation Authorities are Gray Clark, director of Quality Assurance for Boeing Commercial Airplane Group 777 Division, left; and, Lyle Eveland, director of Manufacturing Operations for the division. Others visible from left are Carl Pike, manager of FAA Manufacturing Inspection; Alan Mulally, vice president, Boeing Commercial Airplane Group Airplane Development and Definition; Dale Hougardy, vice president and general manager of the 777 Division; and Phil Condit, Boeing president.

## Aviation Safety Hinson Hails Agency's Record

Acknowledging increased media attention on the FAA, Administrator David Hinson has reinforced the agency's positive and improving record in making gains in aviation safety, while calling on all FAA employees "to continue approaching your responsibilities in the professional and caring way you have demonstrated so often."

Hinson, in an April 20 letter to employees, noted that a substantial amount of the coverage has been critical of the agency's performance. Some of the news is accurate, some is not, and some is factually wrong, he said.

"First, I want you to know that I believe we do our job very well," Hinson said. "The statistical facts support my belief. Flight safety, our first and most important priority, has been improving steadily

for the past 35 years. In fact, we are experiencing trends that are all positive..."

"However, the concentration of accidents last year has caused us, and the press, to ask some hard questions. And these questions are precipitating change. Our challenge is to evaluate the comments of our critics honestly with an open mind. Where we agree with their suggestions, we should initiate thoughtful change. When we disagree, we have the responsibility to state our reasons clearly and then act accordingly."

One of the more widely disseminated news reports was the recent front page feature in *Newsweek* magazine

The FAA declared the Boeing 777 design "safe and airworthy" after putting the new airplane through the most comprehensive testing and certification process in aviation history over the past five years. In an official ceremony at Seattle's Boeing Field on April 19, DOT Secretary Federico Peña and FAA Administrator David Hinson were present as FAA employees presented the agency's type certificate to Boeing officials. Peña and Hinson also announced that the FAA was adding the 777 to the company's production certificate, another step that is required before Boeing can start manufacturing the airplane.

"The certificate is the U.S.

government's assurance to air passengers around the world that the Boeing 777 design is safe and airworthy," said Peña. "Over the past five years, FAA engineers and pilots have spent more than 90,000 hours testing and retesting the Boeing 777, to make sure that it complies with the highest safety and design standards."

Hinson said that the Boeing 777's innovative design and engineering challenged the FAA to develop a certification process that was flexible and efficient enough to ensure comprehensive testing of the new airplane and full compliance with the agency's rigorous safety standards.

turn to **Boeing 777** on page 2

turn to **Safety** on page 3

Randy O'Brien

## Shaping the Future

### Agency Asks for Employee Input on the 1996 Strategic Plan

Agency management is looking for employee input for the 1996 Strategic Plan — the blueprint that serves the nation's aviation needs into the next century.

"With all of the changes that have taken place in the agency — as well as within the aviation community — we need to take a second look at the Strategic Plan to see what works and what doesn't," said FAA Administrator David Hinson.

In the past year, the FAA has reorganized along logical lines of business, and the proposals for an air traffic control services corporation and consolidation of DOT's 10 modal administrations into three, have been submitted to Congress.

The agency will look at both its internal and external customers in government and industry. Specifically, the FAA will examine which opportunities the agency is missing; what FAA's highest priorities should be; and the actions and issues that need to be focused on to increase employee productivity and satisfaction. The goal is to finish the review and agree on any changes to the Strategic Plan by early Fall.

"The Strategic Plan must be *our* document, not just management's plan," Hinson said.

Employees will be given the opportunity to contribute. Listening sessions and brown bag lunches will be held throughout the agency in an effort to obtain employee input.

"We are looking for the best, most innovative ideas on

planning for the FAA of the future and employee input is crucial," said Hinson.

Employees may send comments or suggestions via cc:Mail by May 15 to the contact in their respective organizations:

#### **Administration**

Ray Colangelo

#### **Airports**

Quentin Taylor

#### **Air Traffic Services**

Jacqueline Blazy

#### **Chief Counsel**

Chuck Stan

#### **Civil Aviation Security**

Courtney Tucker

#### **Civil Rights**

Fanny Rivera

#### **Government and Industry Affairs**

Bob Cripe

#### **Policy, Planning and International Aviation**

Chuck Stan

#### **Public Affairs**

Pat Tomasetti

#### **Regulation and Certification**

Mary Shea

#### **Research and Acquisitions**

Elli Klein

## Boeing 777 Design Approved from page 1

"The ongoing challenge for government agencies is to develop regulatory processes that keep pace with industry advances and guarantee state-of-the-art testing and evaluation for state-of-the-art technology and design," Hinson said. "The FAA has met that challenge."

The Boeing 777 is the world's largest two-engine airplane—209 feet long, with a wingspan of 199 feet—and contains approximately 132,500 engineered parts. Boeing's computer-aided design of the 777 allowed electronic pre-assembly and modeling of the entire airplane, eliminating the need for expensive and time-consuming redrafting and physical mockups. This provided complete

definition of the airplane much earlier than usual in the development and certification process.

The 777 is the first U.S.-designed airplane to employ fly-by-wire technology, which allows pilots to command the flaps, rudder, and other control surfaces electronically instead of relying on cables and pulleys. All systems on the aircraft are totally integrated, with a central computer assuring coordination and performance.

Hinson said Boeing is also asking the FAA to grant the 777 early approval for extended twin-engine operations (ETOPS). Early ETOPS would allow the 777 to fly long-range flights of more than three hours from an airport—mostly flights over the

Pacific Ocean—as soon as it enters service. Historically, FAA rules have required airplanes to have extensive in-service experience—usually one year or more—before ETOPS approval is granted.

Hinson said that the Boeing 777 is currently undergoing a demanding new FAA process that would grant manufacturers early ETOPS approval for some airplanes by putting test planes through a grueling program of 1,000 cycles (takeoff, flight, and landing), which simulates the in-service experience usually required for ETOPS approval. The FAA established ETOPS requirements for the 777 in June 1994, and Boeing is working to fulfill them by May 15.

## Highlights

**Note of Thanks.** The FAA's Integrated Product Team for Communications, led by Art Feinberg, was recently recognized by the Department of Defense for their work on the small tower voice switch at the Army's Fort Rucker Alabama Range Complex.

These switches are more cost efficient and effective than the current voice switches used by the Defense Department. The Army, in cooperation with the FAA, was the first military service to procure this type of switch.

The Defense Department praised the teams extra effort and dedication that led to the project's success.

Small tower voice switches will eventually be installed in Army air traffic control facilities worldwide.

**Public Aircraft.** An Advisory Circular was recently issued that provides guidelines on how the FAA will apply a new law, which took affect April 23, to increase oversight of government aircraft carrying passengers or operating commercially. More than 5,000 planes and helicopters, known as "public aircraft," which operate in all 50 states, could be affected by the action.

The guidelines are the result of an ongoing outreach program designed to understand the mission of each operator. Seminars for users and FAA personnel were held to discuss the rule changes, and operators of public aircraft were visited by the FAA office responsible for their oversight.

Under the new law, many government-owned airplanes, including state-owned aircraft that transport government officials, must meet FAA civil aircraft regulations, including crew and aircraft safety standards. Previously, these aircraft were exempt by law from complying with these standards, although many did so voluntarily.

Some government-owned aircraft will remain "public aircraft," exempt from many federal aviation regulations. These include aircraft used in fire fighting, search and rescue, aeronautical research, and law enforcement.

## High-Level Lunch

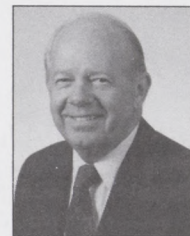
### *Brown Bag It with Administrator Hinson*

Employees will soon have another opportunity to discuss agency issues over lunch with FAA Administrator David Hinson and Deputy Administrator Linda Hall Daschle.

The brown bag luncheon is scheduled for Monday, May 22, 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 outside the FAA Headquarters cafeteria. 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, May 15. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the administrator and the deputy administrator.



## Safety *from page 1*

entitled, "How Safe Is Flight?" Asserting that the U.S. aviation industry is no longer the world's safest, the magazine advances 12 recommendations for improving safety. However, it minimizes or overlooks FAA actions already underway in the same 12 areas.

For example, *Newsweek* alleges that travel on foreign airlines is safer than on U.S. carriers. Statistics show that the U.S. has suffered 428 fatalities in scheduled revenue service in the last five years, while the rest of the world had 4,510 fatalities during the same period — eight percent of the fatalities with over half of the world's ticket sales.

*Newsweek* also calls for hiring more air traffic controllers. Yet, the FAA continuously hires them — 958 since 1992. From 1994 to 1999, 250 controllers will be reassigned from low activity towers to busier facilities as a result of the agency's contract tower program. While *Newsweek* links staffing to passenger counts, a more accurate measure would be to chart the rise in aircraft operations, since the controllers must handle aircraft in the same way regardless of passenger load.

In addition, the magazine calls for installation of Terminal Doppler Weather Radar, but the FAA has al-

ready installed 16 of the planned 47 systems and construction on another 12 sites is under way.

"We are responding to these recent press activities and stories in appropriate ways," said Hinson in his communication to employees. "...We are doing better. We are solving many of the problems that trouble the aviation community. We have been, we are, and we will continue to be the most capable civil aviation authority in the world."

## Headquarters Intercom

May 9, 1995  
No. 95-18

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**Briar S. Haggett**  
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**Michael A. Malden**  
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Published weekly by  
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# Making a Difference

## *Eight FAAers Honored with Administrator's Award for Excellence in EEO*

Turning the spotlight on eight FAAers from across the nation, FAA Administrator David Hinson lauded them for their Equal Employment Opportunity accomplishments.

Hinson handed out the "Administrator's Award for Excellence in Equal Employment Opportunity" laurels at the recent 18th annual ceremony at FAA Headquarters on April 13.

When introducing the recipients, Hinson said, "the achievements of the award recipients offer dramatic evidence of the way the FAA is vigorously reaching out, not only to remove the barriers to equal employment opportunity, but to make meaningful contact with the youth and socially deprived of our nation."

He also noted that "all of the recipients have helped the FAA heighten its awareness of the com-

plex nature of our society. Each of them has helped us to make real progress in setting aside assumptions about one another based on racial, gender, or other differences that we bring to the work place."

Four of the eight honored were agency supervisors. Hinson emphasized that they were being recognized for their proven ability to manage change which, he said, "is critically important to managerial success."

He said that the other award recipients, through their individual achievements, were "people who have a profound realization that they live in a larger world for which they take more than their share of responsibility."

Recipients of the 1994 superior achievement awards include:



*1994 superior achievement award recipients.*

**Marcos Costilla**

*Manager, Airway Facilities Division  
Southwest Region*

**Efrain Esparza**

*Project Manager,  
Rotorcraft Directorate  
Southwest Region*

**Stella Guerrero**

*Equal Employment Specialist  
Great Lakes Region*

**Alan Jones**

*Operations Research Analyst  
Mike Monroney Aeronautical Center*

**Jerry Long**

*Manager, Investigations and  
Internal Security Branch  
Central Region*

**Le Anne Robbins**

*Manager, Airway Facilities Division  
Southern Region*

**Sheila Franklin Smallwood**

*Supervisory Computer Scientist  
Enroute Division  
Technical Center*

**Scott Sorenson**

*Air Traffic Control Specialist  
Western-Pacific Region*



U.S. Department of Transportation  
Federal Aviation Administration

# Headquarters Intercom

## Back on Track

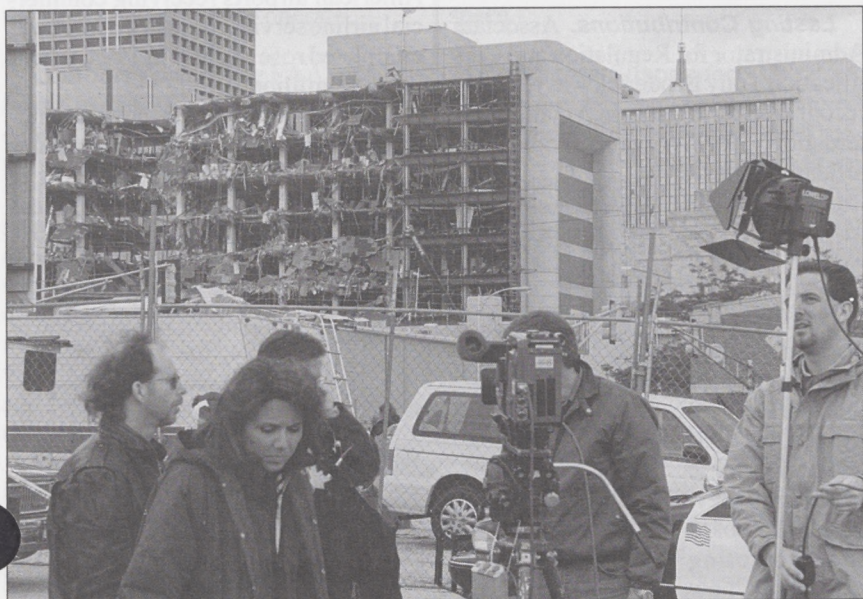
### FAA and Loral Sign Contract Modifications on Automated Work Stations

The FAA and the Loral Corporation recently signed contract modifications to develop and install automated work stations for the nation's air traffic controllers.

As a result, the agency will proceed with the development and implementation of the Display System Replacement (DSR) at the FAA's 20 air traffic control centers, and Anchorage, AK, the FAA Academy in Oklahoma City, and the FAA Technical Center in Atlantic City, NJ; as well as delivery of the first Tower Control Computer Complex (TCCC) system to the FAA Technical Center. A future contract modification will be negotiated for 69 additional TCCC systems.

"The agreement will result in significant cost savings to the traveling public and taxpayers, improve aviation safety, and enhance system capacity in this century and well into the next," said FAA Deputy Administrator Linda Hall Daschle. "The decision to proceed was made only after we determined that Loral could successfully address critical issues relating to technical performance, affordability, management, and program risk."

"This action is the latest step in a process by DOT Secretary Federico Peña and FAA Administrator David Hinson to turn the ATC automation program around," said Daschle. "It is the culmination of months of intense analysis, hard work and tough negotiation."  
*turn to Contract on page 7*



Oklahoma City photos by [unreadable]

Above: News media from around the world set up about two blocks from the Alfred P. Murrah federal building, shown in the background, to cover the tragic event.

Below: Hundreds of large ribbons were placed on buildings and trees in Oklahoma City in memory of the victims of the April 19 bombing of the federal building there.

## Disaster Relief

### FAAers Part of Massive Effort in Wake of Oklahoma City Bombing

Hundreds of Aeronautical Center and tenant employees have been involved in the aftermath of the Oklahoma City federal building bombing as volunteers. Some within minutes after the blast on April 19.

They have, and still are, helping with feeding rescue workers, washing dishes and doing rescue worker's laundry, providing support services for families of victims, even patrolling on horseback during President Clinton's visit to Oklahoma



City. Others have given blood, routed money collected during Secretaries Week to the disaster relief effort, organized fund drives, donated to special projects such as a ribbon fund for families of victims, and helped arrange space at the Aeronautical Center for displaced federal employees from the bombed-out Alfred P. Murrah federal building.

During his visit to FAA facilities  
*turn to Bombing on page 4*

## Highlights

**Pilot Pairings.** The FAA recently issued a rule establishing minimum combined experience levels for two pilots flying together to create a more consistent level of experience in the cockpit above and beyond existing licensing and training requirements.

The new rule is designed to avoid the pairing of two pilots with less experience in a particular aircraft. Airlines will now be required to pair a less experienced pilot with a crew member who has more flight experience. The rule is part of the FAA's ongoing effort to examine human factors in the cockpit, and reduce human error accidents.

Specifically, the rule increases the amount of flight time pilots need for initial operating experience in an aircraft. Within 120 days of completing training on an aircraft, pilots must log 100 hours of flight time. To ensure that pilots gain experience in the six critical phases of flight—takeoff, climb, en route cruise, descent, approach, and landing—they will now be required to complete four operating cycles in a hands-on crew duty position.

Under the new rule, pilots will no longer receive operating experience

credit for observing another pilot. Instead, the pilot-in-training must actually perform the duties. The rule also requires that the pilot-in-command make all takeoffs and landings in certain weather conditions and at particular airports if the co-pilot, or second in command, has less than 100 hours of flight time in the aircraft being flown.

**Lasting Contributions.** Associate Administrator for Regulation and Certification Tony Broderick was recently recognized by Women in Aviation, International, for his organizations' "significant and lasting contributions in support of women in aviation."

Broderick and his organization were lauded for their efforts to reach a more diverse work force by bringing new people on board and promoting others into new positions at the FAA. In order to reach a broader, more diverse audience with the agency's message, several managers in Regulation and Certification also contributed time, money, and personnel, to a recruitment effort.

The goal of the Women in Aviation, International organization is to play a major role in the industry's future growth by encouraging women to consider aviation as a career, increase the public's awareness and understanding of the vital role aviation plays in the national transportation system, and provide aviation education programs to a new generation.

**Impressive Growth.** The U.S. regional airline industry continued its impressive record of growth in 1994, according to a Regional Airline Association industry survey.

Fifty-seven million passengers boarded airplanes operated by regional

airlines last year, representing an eight percent increase over 1993. The average industry load factor was 51 percent.

Revenue passenger miles increased by 13 percent to reach 12.02 billion. The number of cities receiving regional airline service decreased from 829 in 1993 to 806 last year. In total, regional carriers serve 96 percent of all North American airports receiving commercial airline service. Industry departures completed rose slightly in 1994, reaching 4.63 million.

The association, a non-profit organization, represents U.S. regional airlines

and the manufacturers of the products and services that support the industry, before Congress, the FAA and DOT, and other federal agencies. Founded in 1974, the Regional Airline Association also provides a wide array of technical and promotional services to regional airlines. Their member airlines transported 93 percent of total regional airline industry passengers in 1994.

### NADIN II Inaugurated.

The FAA recently commissioned the National Airspace Data Interchange Network (NADIN II), a high-speed data communications system that enhances the controller's ability to pass information to pilots. The system is expected to save the FAA \$8 to 10 million in annual telecommunications costs.

NADIN II, a major building block of the FAA's air traffic control modernization program, will increase the level of safety and efficiency in the system by providing rapid information sharing among the FAA's 20 air traffic control centers. When combined with the airborne data link system, vital flight and weather information can be delivered to aircraft almost as it is being generated by the service provider.

For example, when the National Weather Center in Suitland, MD, issues a weather advisory for anywhere in the U.S., the appropriate air traffic



FAAer Janice Elrod, Airworthiness Certification Branch, right, presents Associate Administrator for Regulation and Certification Tony Broderick with a plaque for his organizations' support of Women in Aviation, International.

## Headquarters Intercom

May 16, 1995  
No. 95-19

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**Michael A. Malden**  
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control center will receive the data almost instantly to relay the information to the pilots who are affected by the advisory.

In addition, NADIN II enhances the efficiency of system maintenance by using error-checking routines that ensure the completion of data transmissions, and by allowing for maintenance and repair work to be performed while the system continues to operate.

**Lambert Tower.** The FAA recently broke ground for the new air traffic control tower at Lambert-St. Louis International Airport.

The \$13.4 million contract was awarded to Perini Building Company of Southfield, MI, to build a new 24,667 square-foot air traffic control tower complete with training rooms and administrative offices. Construction of the 209-foot tower began March 20, and the facility is expected to be operational by November 1997.

Significant modifications and technological updates have been added to the current tower, which stands at only 135 feet. The new structure will be located in the middle of the terminal ramp area which will greatly enhance the ability of air traffic controllers to see and direct air traffic on and around the airport.

The air traffic control tower at St. Louis handles nearly 500,000 operations annually.

**Airport Grants.** DOT Secretary Federico Peña recently announced that the FAA will award grants totaling \$21.2 million for improvements at the San Francisco International Airport.

These entitlement funds from the FAA's Airport Improvement Program (AIP) will be used to reconstruct an existing runway and taxiway, and to build a new taxiway. The grant is part of the \$54.6 million in AIP funds awarded to California airports for fiscal year 1995.

The improvements will enable San Francisco's pavement to last substantially longer and will enhance its air traffic flow.

Peña said that the proposed fiscal

1996 budget, which provides additional flexibility for states and localities in the use of federal transportation funds, will further enhance the improvement of the nation's airports. The current air traffic control system lacks the tools to keep pace with the growing demands of today's aviation industry, Peña said, in renewing his call for a government corporation to manage the nation's airspace.

**Certificate Suspended.** The FAA and Arrow Air, Inc., recently entered into a settlement agreement that suspends the carrier's operating certificate and establishes strict requirements that the carrier must meet to reinstate cargo and passenger services. This action settles a proposed certificate revocation and requires a substantial remedial payment in addition to the certification suspension.

The agreement establishes four major requirements the carrier must meet to reinstate operations: the company must make a \$1.5 million remedial payment to defray costs incurred by the FAA to investigate, review, survey, and inspect the carrier's operations, as well as enforce the consent order; removal of key management personnel responsible for the violations; proof that it can maintain a system that ensures compliance with vital aircraft maintenance and flight operation regulations; and it must demonstrate to the FAA that its aircraft meet airworthiness requirements.

The FAA will continue its surveil-

lance and extensive oversight of the company.

**Managing Performance.** The FAA's Airway Facilities organization was recently recognized by DOT Secretary Federico Peña for its pilot performance management program which resulted in "better and more efficient service to the public."

The agency organization was touted for supporting organizational changes that helped it work more effectively with less cost. These changes include realignments of the organization's headquarters and field offices.

Airway Facilities was one of four agencies or offices that adopted "performance management" systems to emphasize the achievement of results. The Government Performance and Results Act of 1993 directed the establishment of pilot projects in federal agencies.

**Grassroots Meeting.** FAA Administrator David Hinson will visit the Alaskan Region May 18 for a public hearing and grassroots meeting to hear first hand the views of Alaskans on the proposed changes to commuter air carrier regulations and other aviation issues.

Alaskan carriers which currently have somewhat different standards from the national standards for crew flight times, would have to decrease the number of hours a pilot may fly monthly and annually. Approximately a dozen carriers could be affected by the proposal.

## New Standards

In a recent ceremony at FAA Headquarters, FAA Administrator David Hinson, right, and Frank Garrisi, Baltimore Flight Standards District Office, center, recognized the agency's Hangar 6 for now operating its passenger-carrying aircraft under Part 135 standards. Paul Wiater, Washington Flight Program, AAD-60, left, accepted the air carrier certificate, saying "this is a big day for Hangar 6."

Hangar 6 is the first U.S. government aircraft operation to be issued an air carrier certificate. The action follows a public order issued last November that all federal aircraft come under Federal Aviation Regulations.



## Oklahoma City Bombing *from page 1*

throughout Oklahoma City on April 26, FAA Administrator David Hinson commented on the tragedy and FAAers' response, commending local efforts and calling for increased vigilance on the part of all FAAers.

There has also been an outpouring of condolence by the international aviation community. Many Aeronautical Center offices have received letters, faxes, and Internet messages from countries like

difficult for the members of our department who have friends and colleagues in Oklahoma City." Downey echoed Peña's sentiment, and told employ-



Above: Onlookers stand at the perimeter of the bomb site in Oklahoma City, OK.

Left: Exhausted relief workers from the Weatherford, OK, Fire Department take a break from their rescue efforts at the bomb site.

Below: An older Oklahoma City structure, about three blocks from the devastated Alfred P. Murrah federal building, also sustained serious damage from the blast.



Croatia, Israel, Panama, Japan, and Germany. One letter even included \$1,000 cash for disaster relief.

Meanwhile, in Washington, DC, DOT Secretary Federico Peña and Deputy Secretary Mort Downey gathered with nearly 1,000 employees to remember their colleagues in the Federal Highway Administration who died in the bombing. During the somber ceremony in the courtyard of the Nassif building, Peña said "it is a sad day for all Americans, and it is particularly dif-

ees that "today is a time to remember, a time to heal."

Several accounts have been established for employees interested in making contributions to assist those federal workers and their families affected by this tragedy. They are:

### Oklahoma City Federal Family Assistance Relief Fund

c/o Oklahoma Federal Credit Union  
517 NE 36th Street  
Oklahoma City, OK 73105  
Account # 16749

### Central Oklahoma CFC

c/o Metro Oklahoma City  
United Way  
P.O. Box 837  
Oklahoma City, OK 73101-0837  
Attention: Chris Marshall

### AFGE

### Oklahoma City Relief Fund

United Bank  
(Attention: Customer Service)  
4600 SE 29th Street  
Del City, OK 73155

## Security Awareness

### FAA Reviews Bomb Threat Procedures

In light of the recent bombing in Oklahoma City, the FAA has reviewed bomb threat procedures.

FAAers should become familiar with the FAA's Bomb Threat Instructions form. The form is available from the Servicing Security Element, Internal Security Division, ACO-400, Room 335, and in the rear of the DOT Telephone Directory.

In the unlikely event of a bomb threat, follow the instructions on the form and report all bomb threats immediately to the OST Office of Security (366-4677) and/or the FAA Guard Desk by dialing 333.

On Tuesday, May 16, from 9-10 a.m. and 1:30-2:30 p.m., the Office of Civil Aviation Security—with DOT's Office of Security, Facilities Management, the General Services Administration, and Federal Protective Service—will present a Security Awareness Program in the FAA Auditorium. All employees are invited to attend.

## Note of Thanks

### *Hinson and Daschle Recognize Agency Secretaries*

Secretaries Day offers us the opportunity to share with you our thanks for your outstanding performance throughout the year. Each of you is an integral part of the success of your office, your organization, and the whole FAA. You play an important role in our ability to meet our mission—maintaining the safety and efficiency of the aviation system.

We hope that when you are asked about your job by family and friends that you are proud to say you work for the FAA. We are proud to have the opportunity to serve with co-workers of your caliber and dedication.

Keep up the good work—the agency depends on you!

David Hinson

Linda Hall Daschle

## People

**Team Building.** FAAer Steve Pansky, staff specialist in the Air Traffic Terminal Requirements

opening the new Denver International Airport; planning of the Metroplex Control Facilities in Atlanta,



Participants at the recent team building breakfast sponsored by FAAer Steve Pansky.

Branch, recently sponsored a team building breakfast to acknowledge the efforts and accomplishments of his group, and to recognize the continuing cooperation of Air Traffic and Airway Facilities in pursuing a variety of complex capital investment projects.

The Special Programs Division is responsible for the management of all aspects of program implementation for a wide variety of facilities and equipment projects in Washington, DC. Some of the group's most recent accomplishments include:

Potomac, and Northern California, and the new Austin Airport; cut-overs of the Burbank, CA, and Ontario Level V terminal radar approach control facilities to the Southern California facility; commissioning of the East and West Air Traffic Control Towers at the Dallas/Fort Worth Metroplex Airport; and participation in the FAA's assumption of former Department of

Defense air traffic control responsibilities having facilities and equipment implications.

**Leave Donations.** Michele Blaso, a secretary in the Office of Civil Rights, is an eligible recipient for the FAA's leave donor program.

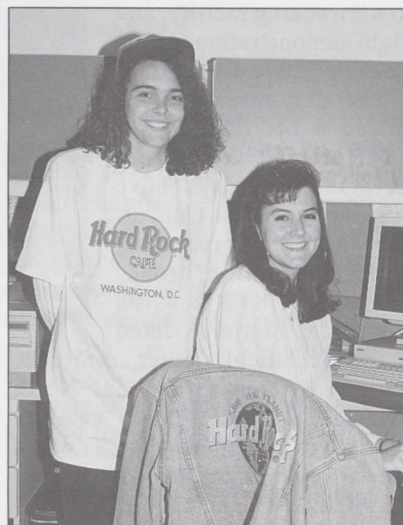
Blaso is undergoing a second major back and spinal cord operation and has exhausted all of her leave.

Anyone wishing to donate annual leave can contact Paulette Randolph, AHR-100, x73897.

## Hard Rockers

### *Two FAA Secretaries Participate in Local 'Typewriter Toss'*

FAAers Heather Mauldin and Renee Miller, both secretaries in the Office of Accident Investigation, ventured downtown to the Hard Rock Cafe on Secretary's Day (April 26) to participate in the restaurant's sixth annual Typewriter Toss.



FAAers Renee Miller, left, and Heather Mauldin (seated), both of the Office of Accident Investigation, with their Hard Rock garb.

Many interested secretaries signed up for the contest, and at 12 noon 11 participants were chosen to "toss typewriters."

The object of the contest was to stand on the upper level of the restaurant and throw an old typewriter off the balcony toward the outline of a body—labeled "your boss"—on the floor below. The "boss" was wearing a Hard Rock Cafe hat, and whoever hit the hat with the typewriter, or came the closest, was the winner.

Miller was fourth in line, and tore a big hole in the boss' neck. Mauldin went last, and hit the boss right on the head, winning the grand prize—a Hard Rock Cafe denim jacket—plus a Hard Rock T-shirt, \$40 gift certificate, and a baseball cap with the Hard Rock logo.

## Satellite Demonstration

### FAA Team Visits Technical Center for GPS/WAAS Testing

The FAA's Global Positioning System (GPS) Wide Area Augmentation System (WAAS) program team, Washington Headquarters, recently visited the FAA Technical Center's WAAS program members. Highlights included demonstrations of the National Satellite Testbed (NSTB), the NIKE tracking facility, and flight demonstrations on the Convair 580 test aircraft.

The demonstration included a briefing on the NSTB architecture, and observations of displays of live tracking data of the Convair 580 while it was receiving NSTB navigation broadcasts. The NSTB consists of a master station located at the Technical Center, reference stations located throughout North America, a geostationary satellite uplink site in Southbury, CT, and a geostationary satellite located over the Atlantic Ocean above the equa-

tor. The NSTB augments GPS to improve the accuracy, integrity, and availability of the Department of

The NIKE tracker is used to support flight test programs and is typically used for long distance tracking.

Test pilots used the WAAS signal—instead of the instrument landing system—as their guidance to perform eight Category I precision approaches. The aircraft uses a data collection system developed by the Technical Center. The passengers on board the aircraft viewed the track of the aircraft, which was superimposed over a local area map, and the aircraft's approach, as seen by the pilot, via video displays located in the cabin.

The two FAA teams have worked together on the NSTB for more than four years. The Technical Center is responsible for all WAAS testing and works closely with the Headquarters team.



Wide Area Augmentation System (WAAS) program members after the flight test demonstration with the Convair 580 aircraft.

Defense's system to meet the requirements for non-precision and precision approaches.

The WAAS team was also briefed on the NIKE tracker followed by live demonstrations of tracked aircraft.

## Meeting Challenges

### Air Traffic Forms Organization Review Team

Director of Air Traffic Bill Jeffers recently formed an Air Traffic organization review team to look at duplicative functions, and to help reduce management layers, increase employee to supervisor ratios, and focus on its customers.

The purpose of the effort is to meet the challenges of the Air Traffic mission in a time of dwindling resources. The plan compliments the FAA lines of business and Airway Facilities' reorganization plan. The effort will include a review of source documents and customer and employee input. The team will also interview members of both private and government organizations to uncover any "lessons learned"

from other reorganizations.

"In the air traffic environment of today, reality dictates that resources will be in short supply," said Jeffers. "Air Traffic is an organization confronting the what and how of its business in a time of continuing growth and demand for our services, and of opportunity and uncertainty. As we know, this year has been a period of intense internal and external activity and change that included buyouts, the DOT reorganization, and the possibility of corporatization."

The team is made up of a cross section of the Air Traffic and Airway Facilities community from Headquarters, regional, and field offices. Lead-

ers of the Headquarters team are Air Traffic System Management Director Dave Hurley and Air Traffic System Effectiveness Director Dave Canoles. Included in the team are representatives from the National Air Traffic Controllers Association, National Association of Air Traffic Specialists, and the Air Traffic Supervisory Committee.

By late this summer, the team plans to have integrated the field and regional proposals with a draft organizational plan. All FAAers are encouraged to communicate their comments or questions by phone on (202) 267-7679, or via cc:Mail to the Air Traffic Reorganization Team.

## Contract *from page 1*

tations by a lot of dedicated FAA employees.”

It is estimated that this latest decision and other automation program changes will result in a net cost reduction of \$1.6 billion when compared to the Advanced Automation System program approach. In addition, operation and maintenance savings in the DSR's first five years of full operation are projected to be \$50 million.

In a letter to all FAA employees, Hinson said, “I want to thank those employees who spent countless hours working to put ATC modernization

back on track. When I took office, one of my first priorities was to take action to get the program back on schedule and on budget. Since then, we have focused on bringing this program in line. This recent action does just that. I am proud of the work of all the FAAers involved in bringing the program to this point, and expect that they will continue to make us proud.”

The first DSR system is scheduled to be delivered to the Seattle air traffic control center in fall 1997. The final system is scheduled to be installed in the Boston center in 2000.

## Flightplan

**Medieval Faire.** FAAer Arthur Levy, an employee in the office of the Associate Administrator for NAS Development, is coordinating a medieval fair at John F. Kennedy High School in Silver Spring, MD, on *Saturday and Sunday, May 20 and 21*, from 12 noon to 5 p.m. both days. Regular admission is \$5, and \$3 for students and senior citizens.

The fair will include music, games, craft displays, dance demonstrations, and reenactments of medieval battles and a wedding.

Levy and his wife are hosting the event in memory of their son Jonathan, a 1989 Kennedy graduate and class valedictorian, who passed away in 1991 after a five-year battle with leukemia.

A portion of the money raised by the admission fees will also support the Jonathan Noah Levy Carpe Diem award, given annually to recognize students who have overcome adversity to be successful.

For more information, contact Levy, x79849 or (301) 460-3792.

**Barbie Display.** The Smithsonian's National Air and Space Museum is sponsoring a display of “Flight Time Barbie®: Dolls from the Popular Culture Collection,” *Friday, June 9 through Monday, September 4*.

The display features a history of Barbie as she moves from American Airlines stewardess in 1961 to Astronaut in 1994, and a 1993 Army Barbie and Ken, both wearing 101st Airborne Division Operation Desert Storm uniforms.

The museum is open seven days a week, from 10 a.m. until 5:30 p.m. Admission is free.

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

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

Bring announcements to room 909B, or call x73441.

## Star Spangled Investment

### Headquarters Bond Campaign Continues Through This Month

The 1995 U.S. Savings Bond campaign at FAA Headquarters goes through the end of this month. The theme of this year's drive is “Invest in Your Future Today.”

FAA Administrator David Hinson is the agency's unit vice chairperson for the campaign, and Assistant Administrator for Policy, Planning and International Aviation Barry Valentine is the area campaign chairperson.

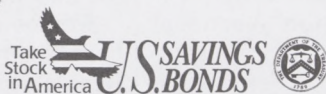
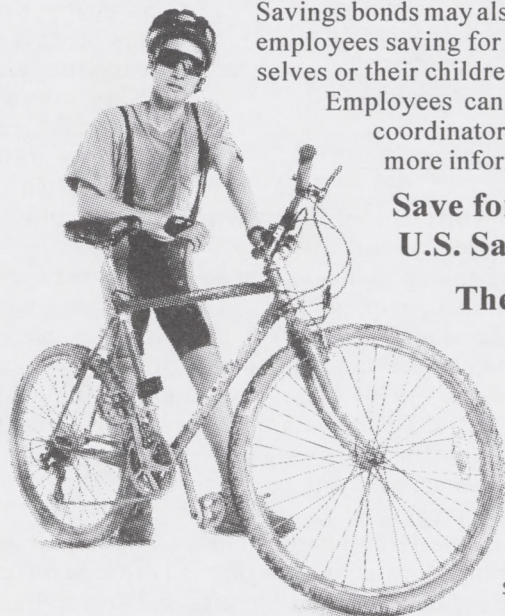
Series EE U.S. Savings Bonds earn competitive interest that keeps pace with market rates. The interest is exempt from state and local income taxes, and employees can wait to pay federal income taxes for up to 30 years or until they cash in the bonds. Savings bonds may also offer special help to those employees saving for higher education for themselves or their children.

Employees can contact the savings bond coordinator in their organization for more information.

**Save for retirement with U.S. Savings bonds.**

**They'll mature before you do.**

For a recorded message of current rate information, call:  
1-800-4US BOND  
1-800-487-2663



# Better Business

## Agreement Reached on Integrated Product Teams

In a move that puts teeth into the agency's commitment to operate more like a business and speed delivery of products to the field, four Associate Administrators have pledged their support for Integrated Product Teams (IPT). In a Memorandum of Agreement signed by Associate Administrators Monte Belger (Air Traffic Services), Tony Broderick (Regulation and Certification), Cynthia Rich (Airports), and George Donohue (Research and Acquisitions), the four agency executives primarily responsible for development and operation of the NAS system, state "We believe the use of integrated product teams in research, acquisition, and the life-cycle management processes will significantly improve the FAA's ability to honor" its commitment to "providing the most modern and reliable equipment to its users and services to the flying public."

Noting that this new way of doing business "will involve considerable change in cultural norms and organizational processes," they stated "we expect this new approach to provide substantial long-term benefits that outweigh any short-term programmatic impacts during the transition."

FAA Administrator David Hinson hailed the move as "a significant step forward in implementing the goals of the agency's restructuring along business lines, announced last November." Hinson said, "IPT's provide horizontal integration across functional lines and represent a bold departure from the hierarchical, stovepipe approach that in the past has often resulted in costly inefficiencies and a failure to deliver products in time to meet customer needs."

IPT's bring together representatives from functional disciplines: air traffic, airway facilities, logistics, testing and contract personnel, system and specialty engineers, lawyers, and others, to focus exclusively on delivering

products. The IPT process also involves users—general aviation, business flying, and the airlines.

Currently there are 14 IPT's (see chart) which are gearing up. Besides collocation of team members, what distinguishes IPT's from the matrix-management is the commitment of top management and the empowerment of employees who work on the integrated product teams to make decisions without constantly having to refer those decisions to their home organizations. Instead, IPT's place decision-making and accountability at the lowest levels.

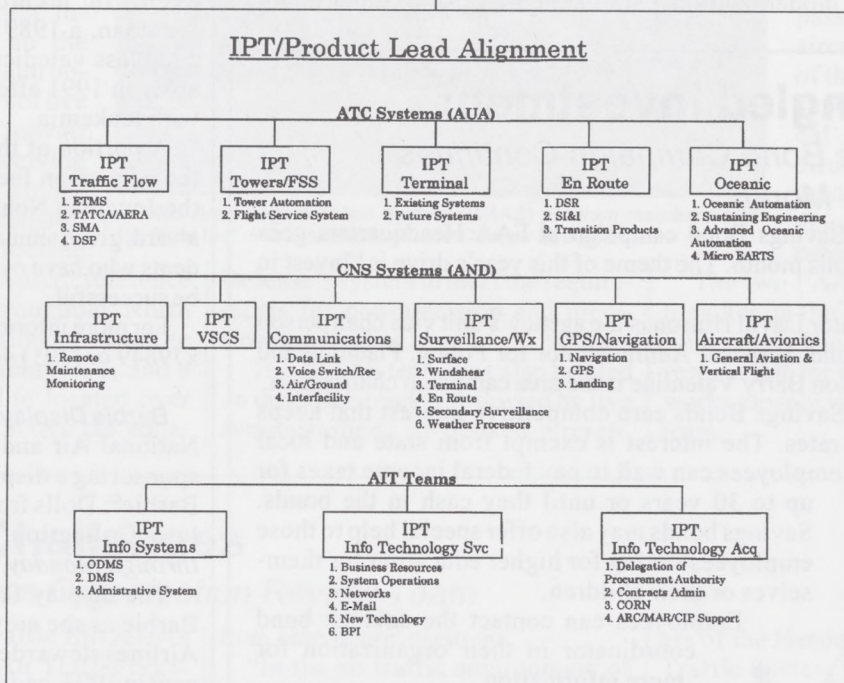
IPT's also are designed to reduce life-cycle costs. To that end, IPT's share responsibility for the full life-cycle

of their products with Airway Facilities. This responsibility stretches from applied research through acquisition and beyond, including making sure that products are up and running properly after they have been commissioned and that product and capability improvements can be made during the operations phase. Key to this process is identifying and locking down functional requirements at the front-end, which

is why the involvement of air traffic and airway facilities, along with users, is crucial.

IPT's are an important element of acquisition reform and are vital to helping the agency keep pace with customer demands. The current processes are geared toward a major systems acquisitions approach prevalent in the 1960s and 1970s when the technology life-cycle was 10-15 years. Today, with the technology life-cycle shrunk to 2-3 years, the agency has been in the position of fielding systems and equipment that are obsolete by the time they are installed.

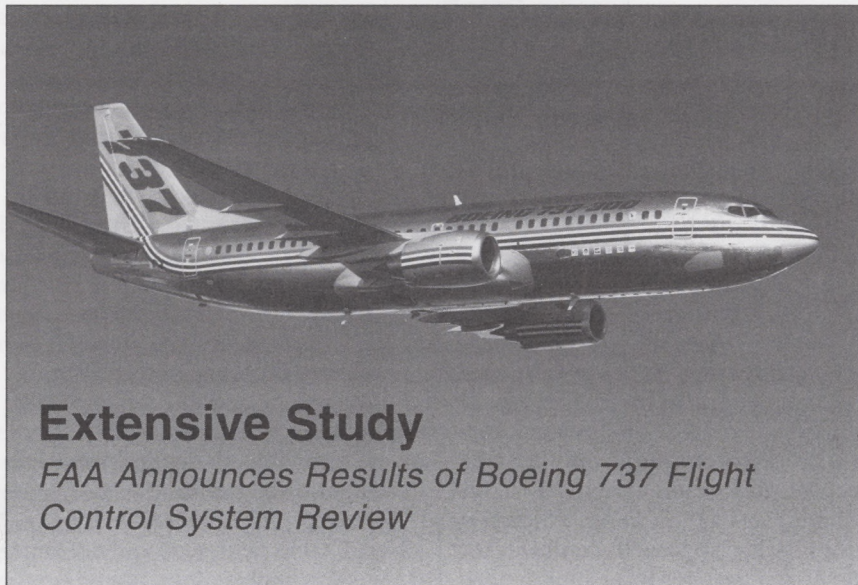
Copies of the IPT Memorandum of Agreement are being distributed by the offices of Air Traffic Services, Regulation and Certification, Airports, and Research and Acquisitions, to their employees.





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

# Headquarters Intercom



## Extensive Study

### FAA Announces Results of Boeing 737 Flight Control System Review

*An extensive study released recently by the FAA concluded that the Boeing 737 is in compliance with agency airworthiness requirements.*

The FAA recently released an extensive study of the flight control system of the Boeing 737, which found no design flaws that could have caused either of the two 737 accidents that prompted the review.

"We have not found design faults that can be directly linked to the 1994 accident near Pittsburgh or the 1991 Colorado Springs, CO, accident," FAA Administrator David Hinson said. "We have identified a number of recommendations we intend to pursue toward improving the airplane's control system."

Hinson stressed that the FAA study was not an effort to determine the probable cause of any accident, but rather a thorough and analytical review of the aircraft's flight control system. The study, Hinson said, "is one more step in our efforts to resolve what occurred near Pittsburgh. It is a reflection of our top priority—con-

tinuing to ensure the highest possible level of safety for the flying public."

Hinson praised the nine-member team composed of engineers and airworthiness inspectors from the FAA and other government agencies that worked for more than five months after the review was launched last November. "We believe our study has been advantaged by appointing a special team," he said, adding that the FAA-assembled team "gave a different perspective to the review."

The report offers 27 recommendations, many designed to improve the aircraft's margin of safety, but notes that none of the recommendations require immediate corrective action.

Among the study's recommendations is a request that the National Transportation Safety Board (NTSB) create a new accident investigation team that will be asked to re-study

*turn to 737 on page 3*

## Highlights

**Alcohol Testing.** Continuing his commitment to eliminate unnecessary and ineffective regulations, DOT Secretary Federico Peña recently suspended until further notice, the requirements for pre-employment alcohol testing rules for transportation industries regulated by the department's operating administrations.

The rules to suspend pre-employment alcohol testing for the aviation, mass transit, railroad, and motor carrier industries will be published in the *Federal Register*. The remainder of the department's drug and alcohol testing requirements will continue to be in effect.

The action is effective immediately. Employers may still conduct pre-employment testing under their own authority, but can no longer claim a basis in federal law or regulation for pre-employment alcohol testing.

**Insecticide Spraying.** DOT Secretary Federico Peña recently praised a recommendation by a division of the International Civil Aviation Organization (ICAO) for nations to stop requiring the routine spraying of insecticide on aircraft while passengers are on board.

ICAO's Facilitation Division, meeting in Montreal, called on nations to stop requiring spraying while passengers are on board unless the flight originates in or travels via a territory considered to be a threat to public health or agriculture. It is expected that the ICAO Council will formally issue the recommended practice in the near future.

*turn to Highlights on page 2*

## Highlights from page 1

"This action recognizes the legitimate concerns of nations working to keep out insects that can bear disease while protecting travelers from unnecessary exposure to insecticides," said Peña.

The recommendation was sponsored by the U.S. and is the result of its year-long effort to halt routine on-board pesticide spraying, and is a major step toward its goal of eliminating the practice altogether.

**Contract Awarded.** The construction contract for the FAA's new air traffic control tower at Salt Lake City International Airport was recently awarded to the Control Company of Midvale, UT.

The \$17,487,000 contract involves construction of a 291-foot tall tower topped with an 850-square-foot control cab, with a two-story base building of nearly 18,000 square feet. The new facility will be used to control air traffic on the ground and within an eight to 10 mile radius of the airport. It will also allow controllers to see the entire length of the new runway on the west side of the airport.

Construction began last month, and

is expected to be completed in October of next year.

**Tower Dedicated.** The FAA and the Norfolk Airport Authority recently dedicated the new airport traffic control tower and terminal radar approach control facility at the Norfolk International Airport, Norfolk, VA.

The new tower replaces the existing facility which was built in the 1950s. Standing 134 feet tall, the new, \$4.5 million structure houses seven air traffic control operator positions for local and ground control in the tower cab. Twenty controller positions are situated in the 14,500 square-foot base building, which provides radar approach control. The tower and base building house state-of-the-art equipment which includes airport surveillance radar and communications equipment, as well as office facilities for approximately 100 FAA Air Traffic and Airway Facilities personnel.

**Plastic Charts.** For the first time ever, helicopter route charts will soon be published on a new plastic material called Polyart, instead of paper.

Although this material looks almost like paper, it is much more durable, and saves wear and tear on the charts. Unlike other aeronautical charts, helicopter route charts do not have a predetermined obsolescence date—they remain in effect until major changes occur in their coverage area, usually two or three years.

In previous tests by Eastern Region's Helicopter Council, these plastic charts were tested under actual operating conditions. There was no fading or deteriorating of the images due to ultraviolet light, and the

charts did not split at the folds like the paper versions.

The helicopter chart for the 1996 Olympic Games in Atlanta, GA will be printed on this new material. The chart for the Los Angeles area was published last month, and the New York chart is due out June 22.

These new charts, as with all domestic aeronautical charts, are published by the National Ocean Service at the direction of the FAA's Cartographic Standards Branch, ATP-220.

### **No Statements.**

DOT's Office of Personnel recently notified the agency that

the annual personnel benefits statements for 1995 will not be issued due to budget limitations.

Funding requirements will be reviewed again next year to determine if the statements can be issued.

**New Manager.** LaVerne Reid is the new manager of the Memphis Airports District Office in Memphis, TN.

Reid is responsible for overseeing the management of airports planning, environmental, and financial development programs for Tennessee and Kentucky.

For the past four months, Reid worked as special assistant to the associate administrator for Airports at Headquarters.

Prior to that, she was assigned to the Airports and Logistics Branch at the FAA Academy in Oklahoma City, OK.

Reid has a master's degree in Public Administration from the University of California, and is a graduate of the University of Alaska in Anchorage.



The new airport traffic control tower and terminal radar approach control facility at the Norfolk International Airport in Norfolk, VA.

## Headquarters Intercom

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LaVerne Reid

## Informational Campaign

### *Air Traffic Controllers Call for the Creation of a Government Air Traffic Services Corporation*

Earlier this month, members of the National Air Traffic Controllers Association (NATCA) began an informational campaign imploring Congress not to cut aviation funding. On May 8, NATCA members distributed leaflets at nearly 50 of the nation's airports calling for the creation of a government air traffic services corporation to assure the continued safety of the nation's air traffic system.

FAA Administrator David Hinson called the nationwide informational campaign by controllers an "important focus of attention on the need for the fundamental reform of the national air traffic control system."

"Together with the controllers, we at the FAA want to send a strong message about the need to create a government air traffic services corporation," Hinson said. "We have the best system in the world, and the men and women who control these airplanes are an important part of our safety record. The issue is system efficiency, not safety." There is no

disagreement that the bottom line for both the FAA and the controllers is the most efficient system possible.

FAA Deputy Administrator Linda Hall Daschle said she had no problems with the controllers' picketing at the airports, and called their efforts an "important informational campaign."

Hinson noted that two of the controllers' greatest concerns—speedier hiring and equipment procurement procedures—would be addressed by an air traffic services corporation. "The creation of an air traffic services corporation would cut through bureaucratic red tape, freeing us from complex personnel practices and burdensome procurement regulations. We need the ability to hire where we need to and buy state-of-the-art technology when we need to," said Hinson.

The agency is also working with the controllers' union to remedy staffing imbalances throughout the country.

## Helpful Services

### *Evaluation and Counseling Available through the EAP*

The Employee Assistance Program (EAP) offers evaluation and short-term counseling for those employees who are experiencing stress or other problems as a result of their participation in the agency's now discontinued training activities.

In a recent report by the DOT's Inspector General, certain training activities within the department were reported to have involved controversial practices. Recommended corrective actions are being undertaken in departmental training programs and procedures.

Employees experiencing stress or other problems as a result, are encouraged to contact the EAP by dialing 267-3945, or off-site on 1-800-872-1327. Services are provided at no cost to the employee, and generally take place at the worksite or nearby, and may even be available at other locations near the employee's home. Referral to other appropriate resources will be provided when diagnosis indicates the necessity for long-term counseling.

## 737 Flight Control System Review *from page 1*

both the Colorado Springs and Pittsburgh accidents. Hinson said he would encourage the NTSB to include on the new investigative team someone from the FAA's special team and the NTSB investigator in Seattle who assisted with the FAA's study.

The study, entitled "B737 Flight Control System Critical Design Review," was a comprehensive review of the aircraft's flight control system. To ensure that every aspect of the flight control system was considered, the FAA looked both within and outside the agency in assembling the team. Team members included FAA officials, a member of the U.S. Air Force, and a representative from Transport Canada.

In addition, the agency stipulated that no one who was involved in the 737 certification process could be a member of the review team. This was done to ensure that no aspect was overlooked. Someone familiar with the aircraft, FAA officials reasoned, might dismiss reviewing certain aspects of the control system, based

on prior knowledge of the aircraft and reasonable certainty that some particular aspect of the control system presented no problems.

The review team was given a complete introduction and review of the 737. They met with Boeing design staff; observed the aircraft being assembled on the production line; traced components used in maintenance and repair; and talked with component manufacturers, suppliers, Boeing design and maintenance officials, and airline representatives.

During the five-month investigation, the FAA team examined every accident and incident report available on all models of the 737. The review team was tasked with examining every possible aspect of the flight control system that could have contributed to the two accidents—even if some possibilities seemed unlikely or had never occurred in service.

The study concluded that the Boeing 737 is in compliance with FAA airworthiness requirements.

## Single Organization

### FAA Integrates Budget and Accounting Functions

The Office of Financial Services, formerly the Office of the Assistant Administrator for Budget and Accounting, has been established to integrate the agency's budget and accounting functions and improve FAA processes and service to customers.

The streamlining is part of the recent lines-of-business reorganization and has resulted in a decrease of 13 organizational elements and 14 supervisors. The new organization consolidates eight divisions into five:

- Financial Review Division (ABA-100) with three branches:
  - Financial Services Branch (ABA-110)
  - Review and Coordination Branch (ABA-120)
  - External Relations Branch (ABA-130)
- Accounting Operations Division (ABA-200) with two branches:
  - General Accounting Branch (ABA-210)
  - Accounts Payable Branch (ABA-220)
- Financial Systems and Reports Division (ABA-300)
  - Financial Statements, Control, and Analysis Branch (ABA-310)
  - Financial Systems Development Branch (ABA-320)
  - Financial Information Systems and Support Branch (ABA-330)
- Operations Budget Division (ABA-400)
- Capital Budget Division (ABA-500)

Ruth Leverenz is the acting chief financial officer, Office of Financial Services.

## Focusing Efforts

### DOT Issues Restructuring Update

Now that the DOT has submitted legislation to Congress proposing the reorganization of the department, the restructuring effort will focus on developing detailed implementation plans and, where legislation is not required, transitioning to restructured organizations.

DOT Secretary Federico Peña has convened four task forces to lead the planning for this phase of the restructuring. *The Office of the Secretary Restructuring*, headed by DOT Deputy Secretary Mort Downey, will focus on restructuring and downsizing OST. *Message and Outreach*, headed by Deputy Assistant Secretary for Transportation Policy Janno Lieber, will coordinate legislative strategy, employee and constituent communication, and public affairs activities related to the DOT reorganization.

*Intermodal Transportation Administration Implementation*, headed by DOT Associate Deputy Secretary Michael Huerta, will oversee planning for the new organization. Lastly, *Service Bureau Implementation*, headed by DOT Assistant Secretary for Administration Melissa Spilkenothen, will oversee the transition to the Transportation Administration Service Bureau.

Employees are encouraged to contact *DOT Talk* with their comments and questions, on 1-800-215-0993, by fax on 202-366-9693, or via cc:Mail. TDD numbers for the group are 1-800-688-9703, or 202-366-8903. Phone lines are staffed from 10 a.m. until 6 p.m. (ET), Monday through Friday. Employees can call at any other time and leave a message, and can send faxes 24 hours a day, seven days a week.

## FAA Remembers

**Claudette McDaniel**, retired secretary to the Executive Information Staff of the Assistant Administrator for Budget and Accounting, died of respiratory failure on April 10. She was 51 years old.



Claudette McDaniel

McDaniel's FAA career began in 1965 as a secretary for Airway Facilities in Falls Church, VA. She transferred to the Office of Management Systems in 1967, and spent

most of her career there.

McDaniel enjoyed photography and travelling to Europe, South America, and the Caribbean. She also dedicated two days a week to the work of Jehovah's Witnesses.

## People

**Superior Service.** FAAer Michael Jennison, assistant chief counsel for international affairs and legal policy, recently received the Defense Superior Service Medal for his work as an Air Force Reserve colonel judge advocate.

Jennison served as deputy legal counsel to the chairman of the Joint Chiefs of Staff from October 1990 through February 1995. During this time, he was responsible for legal issues covering a variety of matters facing the chairman, vice chairman, and joint staff. The citation noted that his "efforts were always timely, perceptive, and precise, demonstrating the highest caliber of legal advice."

Jennison is the first reservist of any U.S. military service component to earn the award. Previously, it was presented only to senior active military officers who excelled in certain joint service positions.

He is also the first reservist to be attached for both active and inactive duty, over an extended period, to the chairman's office.



U.S. Department of Transportation  
Federal Aviation Administration

# Headquarters Intercom

## Weather Summit

### Hinson Announces Completion of In-Depth Program Review



The agency recently completed a review of its weather program as part of its effort to be more responsive to the flying public.

The FAA recently completed an in-depth review of the management of its weather program in an effort to examine ways the agency can be more responsive to the flying public.

During a May 9 weather summit—which included FAA Administrator David Hinson, Deputy Administrator Linda Hall Daschle, and Associate Administrators Monte Belger (Air Traffic Services), George Donohue

(Research and Acquisitions), and Tony Broderick (Regulation and Certification)—several areas of agreement were reached. They included:

→ A renewed emphasis on meeting customer expectations for state-of-the-art weather products and services

→ An internal realignment and re-focus ranging from policy definition, *turn to Weather on page 7*

## Air Traffic's Best

### Six Facilities Win National Honors

Six FAA air traffic facilities have won national honors for the efficiency and dedication of facility personnel in executing their daily responsibility of expeditious air traffic movement, preservation of life and property, and public service. The award was established in 1967 and provides

a means of expressing appreciation for superior group performance. Director of Air Traffic Bill Jeffers and Deputy Director of Air Traffic James Washington will be presenting the awards to the facilities over the next several months.

See page 4 for a list of National Winners.

## Highlights

**New Assignment.** Former Aviation Safety Office Director Charlie Huettner recently accepted a two year assignment as the Director for Aviation Safety at the National Aeronautics and Space Administration (NASA).

He will report directly to the Associate Administrator for Aeronautics, and develop an aviation safety research program within NASA, and improve communication and coordination between FAA and NASA research.

Huettner's FAA career began in 1975, as an aviation safety inspector in the agency's Eastern Region. He held a variety of other positions during his career including Project Development Branch manager, Flight Standards Division manager, Flight Standards Technical Advisor Director, and Air Transportation Division manager.

**Data Communications.** Earlier this month, the FAA successfully cut over to the new Agency Data Communications Network 2000 (ADTN2000), only six months after awarding the contract. The contract was awarded to Government Services, Inc. in October 1994 for design, implementation, and management of the network.

The ADTN2000 consists of a highly flexible, fully digital leased private network with a high speed, switched backbone to satisfy a broad range of agency data communications requirements including video conferencing. It replaces the obso- *turn to Highlights on page 2*

## Highlights *from page 1*

lete and less capable Administrative Data Transmission Network, which was turned off April 30.

The new network is leased, not owned, by the FAA and is operated by the contractor from a dedicated network management center.

**High Marks.** After only two months of operation, Denver International Airport (DIA)—the nation's seventh busiest airport—is performing 2.5 to 10 times more efficiently than several other major U.S. airports and almost nine times better than the airport it replaced on February 28.

A recent report by the FAA found that in its first 62 days, DIA had handled 84,591 takeoffs and landings, and had reported just 324 delays, an average of just one delay for every 261 flights. In the same 62-day period last year, Stapleton International recorded one delay for every 29 flights, with almost the same weather conditions. In the month of April, DIA handled more than 42,000 flights and recorded just 79 delays, which is just one delay for every 532 flights.

FAA Administrator David Hinson said, "At the current rate, we expect that DIA will handle more than 500,000 operations and 33 million passengers in its first year. In addition, we've reduced delays at Denver by nearly 90 percent, to less than one-half of one percent of operations, as compared to more than three percent of operations at Stapleton in the same time period last year."

**Friends of AAM.** Associate Administrator for the Aeronautical Center H. C. McClure and John Clabes, public affairs officer for the Center, were recently honored with the Friends of the Office of Aviation Medicine Award for their promotion of aeromedical programs and personnel.

Clabes and McClure were recognized for their exceptional dedication to extolling the aeromedical accomplishments made to agency programs by the Civil Aeromedical Institute (CAMI), and for recommending CAMI as a vital element of the agency doing important and interesting work.

The citation noted that "few other FAA employees outside the Office of Aviation Medicine promote the value and quality of aeromedical programs

and personnel with the frequency, sincerity, and knowledge that Dr. McClure and Mr. Clabes do. They are truly friends of the Office of Aviation Medicine."

**Safety Placard.** Over 9,500 airport safety placards have been distributed to regional airports across the country to prevent runway incursions by ground vehicles.

The purpose of the placard—which is similar to a bumper sticker—is to provide ground vehicle operators, who operate in airport movement areas, with an instant reference for airfield guidance signs and emergency light gun signals. It is intended to be used as a tool to prevent runway incursions by drivers of ground vehicles who become temporarily disoriented on the airfield, or in the event of a radio communication loss, cannot remember emergency light gun signals.

The safety placard was developed by FAAers John Lott, lead airport certification safety inspector in the Great Lakes Region, and Bruce Kirkendoll, Headquarters airport certification safety specialist.

The DOT will soon be distributing the placard to all employees.

## Headquarters Intercom

May 30, 1995  
No. 95-21

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Manager  
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Division

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## Goat Outta Here!

### Feeding Frenzy At Jacksonville Air Route Traffic Control Center

Looking for a new home? Got a healthy appetite? Twenty goats found exactly what they were looking for at the Jacksonville Air Route Traffic Control Center (ARTCC).

The animals belong to an Airway Facilities employee, and are currently in residence at the center on nine fenced-in acres of land at the rear of the facility property. The goats were brought in to keep down the foliage in the area because it is extremely difficult to keep mowed.

The goats' owner is paying for their feed, and has paid for the construction of a "goat house" because



the animals don't like rain. Their water and feed troughs are surplus lavatory materials from an aborted project at the facility, and the local health department has approved the goats on the ARTCC property.

This is not the first time goats have lived at the facility. Almost 10 years ago, goats were brought in for three to four years to help clean up the property.

The goats are saving Airway Facilities \$400 to \$600 per cleanup of the land. If they reproduce, or cause problems, their lease will be terminated.

## Working Together

### Employees with Disabilities Group Produces Awareness Video

A video for use by the agency to improve its understanding and awareness of the challenges faced by fellow workers with disabilities will soon be available, thanks to the efforts of the FAA Aeronautical Center's multi-media team and the National Coalition of Federal Aviation Employees with Disabilities (NCFAED).

Called "Were You Expecting Someone Else?" the 37-minute video highlights the Americans with Disabilities Act requirements, special hiring procedures, interviewing, accommodations, and removing programmatic, physical, and attitudinal barriers. The video targets all audiences—managers, supervisors, and

employees. Copies were sent to members of the Management Board, Regional Administrators, the Technical Center Director, and all Civil Rights Offices, to share with all agency employees.

The coalition was recognized last August by FAA Administrator David Hinson as an official employee organization. The group'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.

There are currently 87 members in the group's three chapters at the Aeronautical Center, and the Western Pacific and Great Lakes regions—their goal is to recruit 1,000 by the end of fiscal year 95. Only five interested employees are needed to start a chapter. For copies of the group's charter, constitution, bylaws, and other information on how to start a chapter or become a member of an existing group, employees can contact NCFAED President Dee Smith, (405) 954-5783, or vice president Laura Shepherd, (405) 954-4675. Employees may also contact their servicing civil rights office for membership forms.

## People

**Leave Donations.** Lucy Kruse, a program/management analyst in the Integrated Product Team for Global Positioning System/Navigation, is an eligible recipient for the FAA's leave donor program.

Kruse has been out of the office for four weeks caring for her husband who recently underwent his second liver transplant.

Anyone wishing to donate annual leave can contact Paulette Randolph, AHR-100, 267-3897.

**Superior Service.** FAAer Michael Jennison, assistant chief counsel for international affairs and legal policy, recently received the Defense Superior Service Medal for his work as an Air Force Reserve colonel judge advocate.

Jennison served as deputy legal counsel to the chairman of the Joint Chiefs of Staff from October 1990 through February 1995. During this time, he was responsible for legal issues covering a variety of matters facing the chairman, vice chairman, and joint staff. The citation noted that his "efforts were always timely, per-

ceptive, and precise, demonstrating the highest caliber of legal advice."

Jennison is the first reservist of any U.S. military service component to earn the award. Previously, it was presented only to senior active mili-

tary officers who excelled in certain joint service positions.

He is also the first reservist to be attached for both active and inactive duty, over an extended period, to the chairman's office.

## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30 to accommodate the increased demand for early-out and buyout retirement estimates.

During the month of February, the number of requests rose significantly due to buyout announcements—1,610 estimates were done for 437 employees. The total number of requests in the system's first year of operation stands at 22,088 for 9,664 FAAers nation-

wide. Of the more than 22,000 estimates, more than half have been for retirement dates in 1996 and beyond.

The Office of Labor Relations encourages all employees, including managers and supervisors, to use the telephone retirement system—1-800-888-4412—for retirement planning

purposes.

Employees can request as many estimates as they want, and can project a retirement date until the year 2030.



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# Air Traffic's Best

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## **Automated Flight Service Station**

*Lansing AFSS*  
Lansing, MI  
Great Lakes Region

Lansing AFSS, the second busiest in the nation, was selected over eight other nominees for its outstanding achievement and performance in 1994. The call-waiting time to their customers was reduced by 30 percent while recording 1,041,397 operations, and working with a reduced staff. In 1994, Lansing became the first AFSS to score a conformity index of 100 in a national evaluation.

## **Flight Service Station**

*Ketchikan FSS*  
Ketchikan AK  
Alaskan Region

Ketchikan was selected over four other facilities for its performance during extremely high seasonal activity level. Flight services per specialist averaged 19,252 during 1994. Radio contacts of 120-140 per hour results in 60-70 flight advisories each hour during their peak season. Ketchikan is ranked number one nationally in radio contacts.

## **Air Route Traffic Control Center**

*Memphis ARTCC*  
Memphis, TN  
Southern Region

Among the honors received by Memphis last year was the National Award for Excellence from the Office of Air Traffic System Effectiveness, with commendable recognition for teamwork and professionalism. Operationally, errors and deviations were down three percent even though traffic increased by three percent. The FAA saved \$84,000 due to revisions to the electronic time and attendance management systems (ETAMS). Federal Express saved over 350,000 miles because of changes made to the route structure.

## **Air Traffic Control Tower, Level IV-V**

*Denver TRACON*  
Denver, CO  
Northwest Mountain Region

Denver was selected over eight other nominees due to their transition activities, and efforts in maintaining certification in two level V facilities (Stapleton and the new Denver International) at the same time. Facility person-

nel had to maintain currency on new procedures, new equipment, and redesigned airspace. In spite of all these changes, the facility received a conformity index of 93 in a evaluation by the Office of Air Traffic System Effectiveness, with commendations for traffic management coordination responsibilities, training, external communications and labor/management relations.

## **Air Traffic Control Tower, Level I-III**

*Fort Pierce ATCT*  
Fort Pierce, FL  
Southern Region

Fort Pierce was recognized for its sustained performance as reflected in their third consecutive conformity index of 100 in evaluations by the Office of Air Traffic System Effectiveness. During 1994, instrument traffic increased by 30 percent due to the installation of an instrument landing system. While performing at this high level, the facility did not use any overtime, compensatory time, or credit hours.

*Prescott ATCT*  
Prescott, AZ  
Western-Pacific Region

Prescott was recognized for their record-breaking year. During 1994, the facility recorded over 320,000 operations with no operational errors. Prescott personnel handled sequencing of arrivals, created departure slots, provided traffic advisories, and operated a new runway for 320,000 operations without the benefit of a BRITE radar system and without an operational error. Internally, Quality through Partnership has enabled the facility to develop and implement more effective and efficient procedures. Externally, users meetings and a newsletter helped explain new procedures and answer the concerns of the users.

## **Special National Award**

*Oakland ARTCC*  
Oakland, CA

Oakland was recognized for their significant contribution in the implementation of the Dynamic Oceanic Tracking System (DOTS) into its traffic management functions for optimizing oceanic operations. Estimated annual fuel savings, since the implementation of DOTS, are over \$20 million across the North and Central Pacific, and \$8 million across the South Pacific. This effort has led to a major improvement in optimizing the oceanic system.

## Howdy Partner!

Headquarters Officially Kicks Off Its Bond Drive



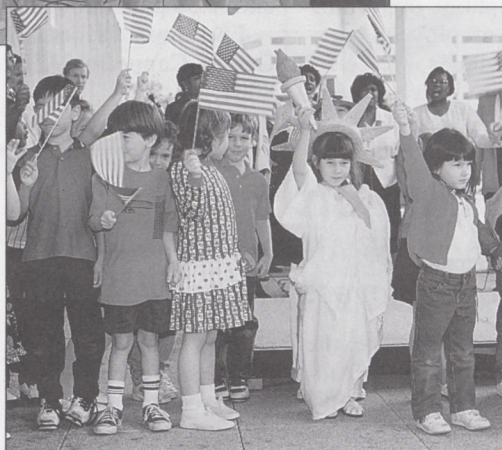
FAA Administrator David Hinson and Channel 4's Bob Ryan recently helped employees dance their way into this year's savings bond campaign.

Along with the opportunity to learn several country-western line dances, FAAers were treated to songs by the FAA Chorale, a visit by the day care center kids, and an accordion duet at the bond drive kick-off ceremony.

Hinson, the agency's unit vice chairperson for the campaign, urged employees to give careful consideration to participating in this year's campaign, because for the first time, buyers can earn interest keyed to current market rates. Assistant Administrator for Policy, Planning and International Aviation Barry Valentine, the area campaign chairperson, showed his support for the bond drive by learning a country-western line dance.

Series EE U.S. Savings Bonds earn competitive interest that keeps pace with market rates. The interest is exempt from state and local income taxes, and employees can wait to pay federal income taxes for up to 30 years or until they cash in the bonds. Savings bonds may also offer special help to those employees saving for higher education for themselves or their children. The theme of this year's drive is "Invest in Your Future Today."

Employees can contact the savings bond coordinator in their organization for more information.



*Clockwise from top left: Among the FAAers who learned country-western line dances were Assistant Administrator for Policy, Planning and International Aviation Barry Valentine (front), and Deputy Louise Mailllett (second).*

*Channel 4's Bob Ryan, left, with FAA Administrator David Hinson at this year's bond drive kick-off.*

*The FAA Chorale treated employees to several songs during the bond drive kick-off.*

*The day care kids waved American flags in support of this year's bond drive.*

## Fighting Breast Cancer

### FAAers Encouraged to 'Race for the Cure'

All Headquarters employees are invited to join DOT and FAA executives and their families in the fifth annual Race for the Cure of breast cancer on Saturday, June 17, at 8:30 a.m. on the Mall.

DOT Secretary and Mrs. Peña will be leading the Department's race to increase public awareness of the high incidence of breast cancer. Over the past several years, the DOT has maintained the highest participation rate of all federal agencies. This year, the Secretary of Commerce has issued a challenge to Peña to exceed the participation rate of the DOT!

Participants may choose between a five-kilometer run or walk, or a one-mile fun walk.

A post race celebration, including refreshments and photo opportunities, is planned for employees.

The entry fee includes a Race for the Cure t-shirt and a chance to win a



**RACE FOR THE CURE**

new car. It is \$17, and must be paid by June 2. There will be no registration the day of the event. Employees can also purchase a DOT hat for \$3. The

first finisher in each race category—first man, woman, wheelchair racer, and breast cancer survivor—will receive round trip tickets for two to anywhere in the continental U.S., compliments of American Airlines. The first breast cancer survivor finishing the race will also win a

weekend trip for two to the Homestead Resort in Hot Springs, VA.

Checks should be made payable to the DOT Recreation Association and can be submitted to an employee's organizational event coordinator. Also, registration tables will be set up in the Headquarters lobby from 11:30 a.m. until 1:30 p.m. through May 31.

For more information, contact Gerrie Cappello, AHR-19D, 267-8001.

## Job Satisfaction

### 1995 FAA Employee Attitude Survey to be Sent to Employees in Early June

Employees who receive the agency's 1995 FAA Employee Attitude Survey are urged to use the opportunity to provide feedback on job satisfaction and the work environment to FAA Administrator David Hinson and senior managers.

The survey has been administered biennially since 1984 as a means for improving the quality of FAA work life. It is one of the measures taken by top management to track progress in improving working conditions and target scarce resources to affect positive

change in the agency.

The survey is also used as an aid for executive strategic decision making.

This year, the name of the survey was changed from the Job Satisfaction Survey to reflect several changes—the length of the survey is shorter, the random sample is smaller, the survey now addresses a wider range of topics than ever before, and every new topic is sponsored by at least one Headquarters office with an interest in responding to the results.

## Planning Ahead

### Thrift Savings Plan Runs Through July 31

The Thrift Savings Plan (TSP) open season at the FAA runs through July 31. During this time, eligible employees may sign up to contribute to the plan, or change the amount of contributions to the three funds.

Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) employees with continuous service who were hired between July 1 and December 31, 1994 are eligible to participate in this year's open season.

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-19d, room 523.

Elections received before July 9 will be effective on that date, and elections received after that date will be effective on the first full pay period after receipt in AHR-19d.

For more information or questions on the open season, contact Charlene Warren, 267-3872, or Barbara Williams, 267-3873.

## 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: *June 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: *June 7*. Contact Doretha Robinson, x75842.

**Headquarters EPG.** The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m., McCracken room. Next meeting: *June 8*. Contact Bob Cripe, x78211, or Gerrie Robinson, x79678, for meeting location.

## Weather from page 1

requirements management, through acquisition and life-cycle management

As a result of this meeting, the focal point for all requirements for improved weather services will reside with the Air Traffic Plans and Requirements Program Office (ATR). Leadership in the development of systems architecture will be the responsibility of the Office of System Architecture and Program Evaluation (ASD). Acquisition will be handled through the use of the Integrated Product Team for Weather and Surveillance.

**Hispanic Coalition.** The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon. Next meeting: *June 7*, room 5C. Contact Mark Rios, x79339.

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

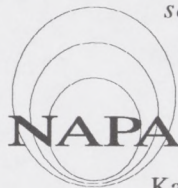
The group provides instruction on how to communicate effectively, build self-confidence, stimulate the exchange of ideas, express individual thoughts, learn skills to use at work, and receive training to increase individual effectiveness. All efforts will be constructively evaluated by the group.

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

**NA-AN.** The Native American-Alaskan Native Coalition meets the *third Wednesday* of each month from 1 to 2 p.m. Next meeting: *June 21*. Contact Rob Paul, x77045 or Mark Blazy, x73949, 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: *June 13*. 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: *June 6*. Contact Ted Criswell, x77925, or Pat Bosco,

x79889.

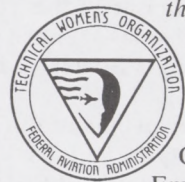
**Single Parents.** The Single-Parent Support Group meets the *first and third Thursday* of every month from 12 noon to 1 p.m., room 327. Next meetings: *June 1 and 15*. Contact the Employee Assistance Program, x73945.

**Toastmasters.** The FAA chapter of Toastmasters—the FAA Speechmasters—meets the *first and third Tuesday* of every month from 12 noon to 1 p.m., MOC room. Next meetings:

*June 6 and 13*. Contact Caprice Lloyd, x79881, 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: *June 15*. 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: *June 13*. Contact Margaret Powell, x67037.

## FYI...

**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.

# Flight Standards Honors

## Third Annual Award Program Recognizes Employees

During this year's Flight Standards Annual Strategic Management Conference, over 40 of the organization's employees were honored with 1994 Flight Standards Recognition System Awards.

The awards program reinforces the Flight Standards strategic plan, which stresses the importance of "people" in the organization. The plan emphasizes management's commitment to respecting the dignity of people and cultural diversity, expecting individual

professional integrity and accountability, and striving for professional and technical competence.

Flight Standards employees across the country nominated coworkers in specific categories. The national selection committee, made up of Flight Standards employees from all levels, selected this year's winners who were recognized during a May 25 award ceremony. Named in their respective categories are:

### **Administrative Employee of the Year**

Susan Towne  
*Fairbanks Flight Standards District Office*

### **Staff Employee of the Year**

George Gabriel  
*New England Region*

### **Supervisor of the Year**

Thomas Welman  
*Logan, MA Flight Standards Field Office*

### **Field Inspector of the Year**

Gary Perkins  
*Miami International Field Office*

### **Manager of the Year**

Richard Gordon  
*Alaskan Region*

### **Distinguished Service**

Leo Weston  
*Aircraft Maintenance Division*

### **Field Office of the Year**

*Reno, NV Flight Standards District Office*

### **Mentor of the Year**

Gary Lopez  
*Boston, MA Flight Standards District Office*

### **Innovations in Cultural Diversity**

Cecelia Hunziker  
*Alaskan Region*

### **Public Awareness**

Donald Gordon  
*Long Beach, CA Flight Standards District Office*

### **Strategic Management**

Safety Data Analysis Section  
*Headquarters*

### **Excellence in Human Relations**

Carolyn O'Neal  
Brenda Nichols  
Rebecca Gregory  
Nancy Verver  
*Little Rock, AR Flight Standards District Office*

### **Visionary Award**

Val Aron  
Alaskan Region  
Thomas Eldridge  
*Anchorage, AK Flight Standards District Office*

### **Mission Possible**

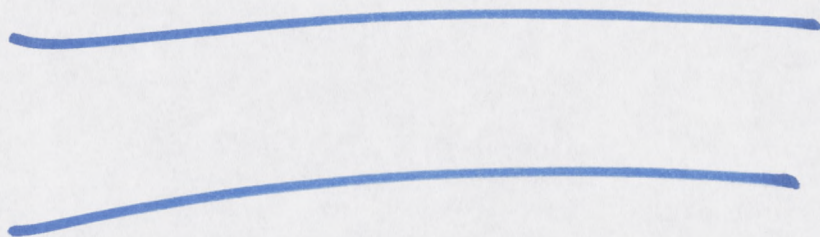
Charlotte, NC Flight Standards District Office  
*Bloodborne Pathogens Awareness Team*  
Barrier Breaker  
Bruce Walker  
Rick Susee  
Stan Rauk  
*Anchorage, AK Flight Standards District Office*

### **Good Friend Award**

Samuel Coleman  
Charlotte, NC Air National Guard  
Frank DelGandio  
Christopher Taylor  
William Mills  
Robert Wilson  
Mike Zielinski  
*Bloodborne Pathogens Awareness Team*

June 6 issue

not published.





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

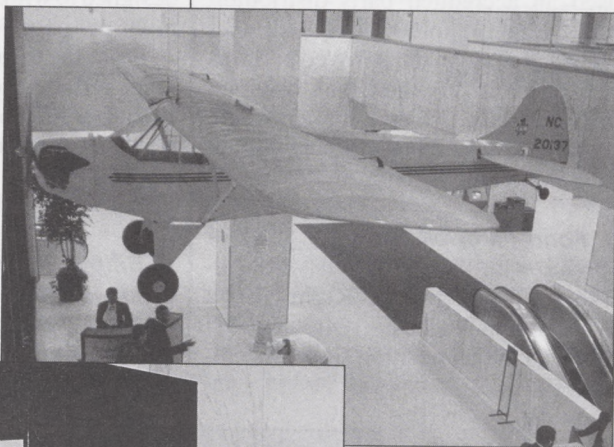
# Headquarters Intercom

## Celebrating Aviation

*Exhibit Salutes FAA and Industry Achievements*

Until recently, visitors to FOB 10A had little to remind them that they were entering the headquarters of the nation's civil aviation agency. This generic look began to change earlier this year, when a Piper J2 Cub from the Smithsonian collection was suspended from the ceiling of the lobby. Now, a permanent exhibit has been

corner. Three panels of photographs depict old and new aspects of key FAA functions. Early radio operators,



*The Piper J2 Cub as it hangs from the ceiling of the Headquarters building.*



*FAAers Terry Kraus, left, and Marcia Adams, both of the Office of Public Affairs, view the lobby display.*

added to inform both employees and the public about the FAA's mission and history, as well as to recognize the accomplishments of the U.S. aviation industry.

Installed at the request of FAA Administrator David Hinson, the exhibit occupies the lobby's southwest

historic role in safety certification, airport promotion, and development of the National Airspace System. They also dramatize the immense advances in aviation technology. A Global Positioning System satellite, for example, presents a sharp con-  
*turn to Achievements on page 7*

## Highlights

**ATC Corporatization.** DOT Secretary Federico Peña recently released a letter from President Clinton to Speaker Newt Gingrich and Republican Leader Robert Dole urging Congress to pass legislation ending the bureaucratic personnel, procurement, and budget problems that plague the air traffic control system.

In the letter, the President called the issue an "urgent national problem that we can fix together." He also stated that the overdue legislation will make the nation's critical air travel and transportation system safer, and more efficient and businesslike.

"Because of governmental limitations, the technological revolution has largely passed by the air traffic control system," said Peña. "Dedicated controllers and technicians have created a computer 'Jurassic Park,' keeping old technologies, long extinct in the private sector, alive and running. Previous attempts to tinker with the existing structure have not been able to fix the problems, and its time for fundamental change. The Congress has an historic opportunity this year to create a new beginning for air traffic control, and I look forward to working together to put a bill on the President's desk."

**Expanding Options.** The DOT recently approved a code-sharing arrangement that will significantly expand options for travel between the U.S. and Canada.

American Airlines and its affiliated regional carriers will join with Canadian Airlines International and its affiliates to operate code-share service  
*turn to Highlights on page 2*

## Highlights from page 1

between the U.S. and Canadian cities and beyond these gateways to connecting cities in each country. The service was scheduled to begin June 1, and the authority is effective for one year.

In approving the services, the department noted that the open-market U.S.-Canada agreement, which was signed by President Clinton last February, permits unlimited code-sharing services between airlines of the two countries, with the exception of temporary limitations on flights to Montreal, Toronto, and Vancouver.

The arrangement is expected to significantly expand service for both U.S. and Canadian travelers by offering non-stop and convenient connecting services to all points served by the two carriers.

**Broker Accreditation.** Continuing its ongoing efforts to prevent the use of unapproved aircraft parts, the FAA recently unveiled a joint plan with the aviation industry to create an industry-operated accreditation program for aircraft brokers and distributors.

The plan is expected to be entered into the Federal Register as an advisory circular—these either recommend or require pilots, maintenance workers,

aircraft manufacturers, and other segments of the aviation community to conduct specific actions or procedures to enhance safety.

Under the plan, a task force—called the Aerospace Industry Recognition of Distributors—would select highly recognized auditing firms to train, manage, and certificate auditors. Parts distributors and dealers seeking accreditation would contact the task force and ask to be audited.

The plan calls for “special enforcement consideration” for airlines and air carrier operations that used accredited brokers. For example, if an unapproved part was installed in an airliner that used an accredited parts distributor, only the distributor would face enforcement action. If an unapproved part was found in an airliner that used an unaccredited distributor, however, both the airline and the distributor would face enforcement action.

**Fond Farewell.** After 25 years of service with the FAA, Assistant Administrator for Civil Rights Leon Watkins announced his retirement. He has been in that position since December 1971.

Watkins will soon become the executive director of the Minority/Women Business Enterprise Alliance in Orlando, FL.

He began his federal career in 1963 as a youth employment program advisor for the Department of Labor. He then moved to the Department of Interior, where he was an employee relations specialist and recruitment review specialist. Watkins came to the DOT in 1967, as a civil rights officer for the Federal Highway Administration.

He holds a BA in Psychology from Johnson C. Smith University, and a master's degree in Government from George Washington University.

Fanny Rivera, currently the deputy assistant administrator for Civil Rights,

will move into the position of acting assistant administrator for the organization.

**Engineering Award.** The airport traffic control tower at the new Denver International Airport was recently honored with the American Concrete Institute International's 1995 Award for Excellence.

The award recognized the special use of concrete in constructing the tower which, at 327 feet, is the highest in the nation. The tower was built of precast concrete panels—about 500 panels weighing about 45,000 pounds each were required to build the structure. It is designed to withstand winds of up to 85 miles per hour.

From the tower cab controllers provide surface movement and takeoff clearance for the airport as well as control traffic within the local airspace about three to five miles from the airport.

**Employee Express.** Employee Express—a system that lets employees personally change their personnel and payroll information without management, human resource office, or payroll office review—is now available to all Washington-area FAAers.

The toll-free number, 1-800-827-6289, can be accessed using a touch-tone phone (no cellular or rotary phones), or employees can visit the kiosk in the DOT Connection office, room PL-402 of the Nassif Building.

To access Employee Express, users must enter their social security number and personal identification number (PIN). The PIN's were mailed to all employees by the Office of Personnel Management last month. Employees who did not receive a PIN can call the OPM Help Desk, (912) 757-3030.

For more information on Employee Express, contact Debbie Clough, AHR-121, 267-3272, or Anthony Williams, ABA-100, 267-9000.

**EAP Counseling.** The DOT's Inspector General has recommended that counseling be made available to em-



Leon Watkins

### Headquarters Intercom

June 13, 1995  
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**Diane Spitaliere**  
Manager

External and Internal Communications  
Division

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APA-340

800 Independence Avenue, SW  
Washington, DC 20591  
(202) 267-3441

employees who attended training classes conducted by Gregory May and Associates and the Hart Performance Group.

The Employee Assistance Program (EAP) is available to any employee who has attended these classes. The EAP provides confidential consultations with solution-oriented counseling. The sessions are conducted by experienced, licensed clinical professionals. All EAP services have been prepaid by the FAA.

The EAP continues to be available for any other kind of personal problem that an employee, an employee's household or family members, or recent retirees may encounter.

Employees may contact the EAP directly, 24 hours a day, by calling 1-800-234-1EAP.

**Telecommuting Centers.** A new telecommuting center is open in Stafford, VA. The site is located on Route 1, just south of Garrisonville Road.

A second center in Manassas, VA, is scheduled to open in September. It will be part of the Loral Federal Systems site, located at 9500 Godwin Drive.

Headquarters FAAers interested in

telecommuting are encouraged to contact Nancy Hurmence, 267-3903, for more information.

**FEGLI Open Season.** The Office of Personnel Management recently announced a limited open season under the Federal Employees Group Life Insurance (FEGLI) program to be held through July 21.

During this open season, any eligible employee who is not currently enrolled may elect Basic insurance. Employees may not elect any optional insurance, and those that are already enrolled in FEGLI may not participate in the open season. Any existing waiver of Basic insurance will not be disturbed unless a new election is submitted. Existing designations of beneficiary for currently enrolled employees will not be affected.

Employees are reminded that in order to carry any newly-elected coverage into retirement, it must be in effect for the five years of service immediately before the date of retirement.



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

**Pavement Testing.** A new research facility, called the National Airport Pavement Test Machine, will be built at the FAA Technical Center in Atlantic City, NJ, to assist airports across the country in accommodating the next generation of jumbo jets without having to undertake excessive paving.

This next generation of civil transport aircraft is expected to include models that will weigh up to 1.3 million pounds and hold 800 to 1,000 passengers.

The facility is approximately 100 feet wide and 1,500 feet long, and will be used to conduct full-scale load tests on airport pavements. With loading capacity of up to 900,000 pounds on 12 wheels, the test machine is capable of simulating aircraft loads of any complex landing-gear systems. The data from the testing will be used to develop failure criteria for design specifications and for verifications of new design procedures.

The \$15.6 million facility is scheduled for completion in 1997.

## Fighting Breast Cancer

### FAAers Encouraged to 'Race for the Cure'

All Headquarters employees are invited to join DOT and FAA executives and their families in the fifth annual Race for the Cure of breast cancer on Saturday, June 17, at 8:30 a.m. on the Mall.

DOT Secretary and Mrs. Peña will be leading the Department's race to increase public awareness of the high incidence of breast cancer. Over the past several years, the DOT has maintained the highest participation rate of all federal agencies. This year, the Secretary of Commerce has issued a challenge to Peña to exceed the participation rate of the DOT!

Participants may choose between a five-kilometer run or walk, or a one-mile fun walk.

A post race celebration, including refreshments and photo opportunities, is planned for employees.

The first finisher in each race category—first man, woman, wheelchair racer, and breast cancer survivor—will receive round trip tickets for two to anywhere in the continental U.S., compliments of American Airlines. The first breast cancer survivor finishing the race will also win a weekend trip for two to the Homestead Resort in Hot Springs, VA.

For more information, contact Gerrie Cappello, AHR-19D, 267-8001.



More than 400 FAAers "raced for the cure" last year.

Mario Toscano

## Worldwide Condolences

### Aeronautical Center Receives Letters on Bombing Tragedy

In the aftermath of the April 19 bombing of the federal building in Oklahoma City, OK, the Aeronautical Center is still receiving letters and faxes from the international aviation community expressing their condolences on the tragic event. For some, an Aeronautical Center address was the only U.S. contact, as in the letter from Germany that follows.

*Dear Ladies and Gentlemen (FAA Airmen Certification Branch),*

*To be as quick as possible, I send this letter directly to you, because it's the only official address in Oklahoma City I know precisely. Please hand the included \$1,000 over to the victims of the dreadful bomb attack—I'm sure someone established a relief fund.*

*After twenty years of dreaming it, I finally could visit the southwestern provinces of the USA in February. Got the check out in Van Nuys and was allowed to fly across a marvellous country. So you made another dream of mine come true!*

*Some days ago I received the letters with the new US-Pilot's Licence. The stamp on the envelope was from a completely different part of the USA—Oklahoma City. Up to that surprising mail I didn't have any relation to this city—And now I hear the radio news!*

*I don't have a TV set, so I didn't see any pictures of what happened, and I think I never really want to see them. But having children of my own and having heard that little children had to pay with their lives for what dumb beasts in human shapes did, I still have to fight down my tears while writing this.*

Martin Potyka  
Mannheim, Germany

Many Aeronautical Center employees also dedicated their time and efforts to the bombing victims, including:

→ **Barbara Farmer**, who spent the night of April 19 with a 15-year old girl whose mother was missing. She took the girl to the national prayer service on April 23. Farmer also helped a men's missionary

group prepare meals, answer telephones, and help the Red Cross sort donated goods.

→ **Brent Billerbeck** assisted with some electrical wiring for the Federal Emergency Management Agency, whose personnel are located in vacant office space in downtown Oklahoma City and needed power run for computers and office equipment.

→ **Office of Budget Services employees** contributed many hours at the Red Cross and Feed the Children Centers performing a variety of tasks. One employee arranged and delivered meals for an injured Housing and Urban Development employee.

→ **Carolyn Crafts** voluntarily organized relief efforts as soon as she heard of the disaster. She monitored the need for supplies, gathered them from employees, and delivered them to the bomb site. She was in daily contact with the Red Cross, Salvation Army, and other groups regarding what volunteer efforts are needed and communicating these needs to employees. Crafts also worked in the relief kitchens and family waiting areas.



News media from around the world set up about two blocks from the Alfred P. Murrah federal building, shown in the background, to cover the tragic event.

Roland Herwig

# Environmental Excellence

## 14 FAAers Honored for Contributions to Agency Mission

Fourteen FAAers from around the country were honored recently during the agency's first Environmental Excellence Awards Program in Washington, DC, for their "significant contributions to the mission of the FAA by their activities in the environmental and natural resource disciplines."

The program challenges and distinguishes individuals and teams throughout the agency who work to advance environmental awareness, energy and water conservation, and pollution prevention.

When introducing award recipients, FAA Deputy Administrator Linda Hall Daschle said "the FAA literally could not regulate and promote aviation in today's environment without the extremely valuable contributions that you in this



From left to right are Robert Bartanowicz, Mary Culver, Linda Hall Daschle, Matthew Sliwa, Barbara Jean Johnson, and Andrew Billick (accepting the award on behalf of the Alaska Team).

Lance Strozier

group make to our efforts." She commended the group on their achievements, saying, "I know that every one of you put in a lot of long hours on projects that often seem thankless. Believe me, the work you do in the field is neither unnoticed nor unappreciated."

"We at the FAA are committed to continuing the balance between environmental concerns and the legitimate needs of the aviation com-

munity," said Daschle.

FAA Administrator David Hinson recognized Alaskan region award recipients in a later ceremony held in Alaska.

Recipients of the 1994 Environmental Excellence Awards, in their respective categories, were:

### Environmental Excellence in Mitigation of Environmental Impacts

North Truro Mitigation Team,  
New England Region  
Robert Bartanowicz  
Mary Culver  
Matthew Sliwa

The team held a series of FAA-community dialogues to hear concerns about the construction of an Air Route Surveillance Radar-4 in North Truro, MA. Issues included historical preservation, land use, and radiation emissions. The team was recognized for their efforts in conserving natural resources, improving the land for visitors, improving agency-community relationships, and insuring the integrity of aviation guidance systems.

### Environmental Excellence in FAA Operations

Alaska Environmental Compliance Team,  
Alaskan Region  
Catherine Benediktsson  
Thomas Sherhart  
Garth Beyette  
Bradley Platt  
Wayne Eberhardt  
Charles Gilmore  
Kenton Lauzen  
Scott Berglund  
Jacqueline Holzman  
Mary Ellen Gleason

Formed in 1989, the Airway Facilities Environmental Compliance Section planned its assault on decades of hazardous material contamination at sites owned or acquired by the FAA in Alaska. Although the full scope of the problem was largely unknown, the team devised a strategic plan to expedite site surveys, identify and rank current threats, and implement immediate corrective measures to preclude a further worsening of the situation and minimize future liability. The team was recognized for their efforts that have resulted in hundreds of tons of hazardous materials/wastes being recycled and/or disposed of.

### Environmental Excellence in Natural Resource Conservation

Barbara Jean Johnson  
Denver Airports District Office,  
Northwest Mountain Region

The Salt Lake City International Airport Environmental Impact Statement to construct a new runway included a new wetlands mitigation plan to replace wetlands affected by the new runway. Johnson was recognized for her coordination, guidance, and negotiation that helped build a constructive relationship between the FAA, Salt Lake City Airport, and various other federal and state resource agencies. The project incorporated the latest habitat and wetland creation technology and created 465 acres of wetland, replacing 339 acres impacted by the runway project. This accomplishment also received much recognition in the Salt Lake City-area media.

## Expanding Expertise

### 32 Selected for Executive Potential Program

Thirty-two FAAers from across the country have been selected to participate in the 1995 Executive Potential Program.

The program—sponsored by the Office of Personnel Management—targets high potential employees with little or no supervisory experience. It teaches required competencies and skills for federal management positions.

It consists of orientation and training courses,

identification of a senior executive advisor, two 60-day work assignments, one three-day shadow assignment, three executive interviews, participation in “cluster group” activities, developing an individual development plan, and a graduation ceremony.

The 21 participants from the 1994 Executive Potential Program recently attended an Office of Personnel Management graduation ceremony.



*Participants in the 1995 Executive Potential Program.*

Participating in this year's program are:

**Elizabeth Barber**, Headquarters  
**Todd Blakely**, Headquarters  
**Carmen Carrion**, Headquarters  
**Eligio Colon**, Southern Region  
**James Kirk Cox**, Aeronautical Center  
**Chester Dalbey**, Southwest Region  
**Margaretta Delgado**, Headquarters  
**Peter Dula**, Alaskan Region  
**Thomas Fleming**, Eastern Region  
**Susan Gray**, Headquarters  
**Gioria Hadar**, Headquarters  
**Angela Cherie Harris**, Headquarters  
**Joann Horne**, Headquarters  
**Elizabeth Keck**, Headquarters  
**Lori Killough**, Great Lakes Region

**Joy Krison**, Alaskan Region  
**Virginia Krohn**, Headquarters  
**Susanna Leon-Guerrero**, Headquarters  
**Rick Marinelli**, Headquarters  
**Diane Rather Paige**, Headquarters  
**Donna Peery**, Central Region  
**Monica Peoples**, Northwest Mountain Region  
**Robert Pierce**, Headquarters  
**Charles David Sallas**, Headquarters  
**Sally Wright Sheridan**, Aeronautical Center  
**Thomas Stanonis**, Great Lakes Region  
**Mont Strickler**, Western-Pacific Region  
**Lori Sugihara**, Northwest Mountain Region  
**Rebecca Ann Taylor**, Headquarters  
**Susan Van Namee**, Headquarters  
**Miriam Vega**, Headquarters  
**Sharon Welch**, Southwest Region

## Saluting Achievements from page 1

Contrast with an aircraft light beacon that was once a state-of-the-art navigation aid. To place such changes in perspective, a fourth panel contains a timeline of government and industry contributions to aviation progress.

Two display cases are devoted to a collection of 17 models depicting notable examples of the aircraft operated by the FAA and its predecessor organizations. A remarkable range of machines has seen service for such needs as training, logistics, and flight inspection of ground facilities.

The earliest aircraft is the DeHaviland DH-4B biplane, operated by the Commerce Department's Aeronautics Branch soon after its creation in 1926 and marked with the first N-1 registration number. The collection includes such classics as the DC-3 and Lockheed Constellation, as well as less familiar types. One model shows the Martin B57A Canberra, an Air Force jet bomber borrowed by the Civil Aeronautics Administration and FAA for high altitude flight inspection work.

The markings of the older aircraft are based on photos from the FAA archives and from Scott Thompson's book *Flight Check!*, combined with official instructions prescribing such

hues as black, circe red, and galatea orange. These colors contrast with the lighter tones of the later planes, especially with the blue-and-white Department of Transportation livery. These examples from the DOT era include the specially equipped Canadair 601, two of which are on order for use in long-range flight inspection missions.

A third display case contains models on loan from the Smithsonian's National Air and Space Museum, illustrating two themes. The upper shelves present a survey of air transport development, beginning with the fabled Ford Trimotor of the 1920s and ending with the DC-10 as a representative of the age of wide body "jumbo jets."

Models on the bottom shelf suggest some of the diversity of U.S. aviation. Included are the popular Cessna 172, the Learjet 23 executive aircraft, and rotorcraft such as the small but versatile Bell 206 Jet Ranger. A model of the Marine Corps' Sikorsky VH-3D helicopter serves as a reminder that FAA operates a common airspace system for both civil and military users.

Thanks to Ned Preston, agency historian, for contributing this story.

## FAA Remembers

**Robert Buckhorn**, retired deputy assistant administrator for Public Affairs, died May 21 of a heart attack at the Brookhaven Memorial Hospital in Patchogue, NY. He was 68 years old.

Buckhorn's 10-year FAA career began in 1984 in the Office of Public Affairs. Prior to joining the agency, he worked as a public affairs officer for the National Transportation Safety Board. Between 1954 and 1974,



Buckhorn worked for United Press International in New York and Chicago as a reporter, and in Washington, DC, as an aviation editor.

Buckhorn also served in the U.S. Navy during World War II as an aviation radioman. In 1972,

he authored a biography of consumer advocate Ralph Nader called "Nader, The People's Lawyer."

He is survived by his wife, three sons, a sister, and two grandchildren.

## Planning Ahead Thrift Savings Plan Open Season Runs Through July 31

The Thrift Savings Plan (TSP) open season at the FAA runs through July 31. During this time, eligible employees may sign up to contribute to the plan, or change the amount of contributions to the three funds.

Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) employees with continuous service who were hired between July 1 and December 31, 1994 are eligible to participate in this year's open season.

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.

The Plan Summary which comprehensively explains all features of the TSP, including detailed information about investment options, will be provided to all employees. The TSP Summary Guide, election forms, and interfund transfer forms are available from the Employee Relations Branch, AHR-19d, room 524.

Elections received before July 9 will be effective on that date, and elections received after that date will be effective on the first full pay period after receipt in AHR-19d.

For more information or questions on the open season, contact Charlene Warren, 267-3872, or Barbara Williams, 267-3873.

# Stressed Out?

## Employee Assistance Program Offers Help

*"I'm afraid that I am starting to rely on alcohol a little too much. When I get home from work each night, having a few drinks helps me relax. I'm so irritable at the end of the day, it helps me calm down. I want to figure out other ways to deal with stress." When does alcohol become a "problem" and who can help me learn new relaxation techniques?*

*"My child is behaving in ways I haven't seen before. She doesn't seem to want to play with her neighborhood friends and she is always hiding in her room. She also won't talk to me or her father. I think she is angry or depressed." Is there someone I can talk to?*

*"Being a single parent is really a tough job. My friends can't understand that I have a lot of roles to play and that I don't always have time to*

*'hang out.' But, at the same time, I would love to have some freedom to do the things I want to do." How can I balance my schedule to include my responsibilities and my personal time?*

*"The bills never stop coming. We can't seem to get ahead of the game and save some money. It would be great to be able to take a vacation or buy some new furniture. I'd also like to learn how to better manage our money." Who can help me learn to budget?*

*"I am always stressed out. I worry about my health and am convinced that things will never settle down. The work on my desk is piled high and my boss keeps giving me more to do. My parents are in the process of getting a divorce. I want to spend time with my wife and children when I get*

*home at night, but I am exhausted and feel like going straight to bed. My life is crazy." Help!*

*"My husband and I just don't have any time for each other anymore. With our jobs and the kids taking up much of the day, I feel that our relationship is weakening and we don't communicate." What can I do?*

If these situations sound familiar, the Employee Assistance Program (EAP) is available to FAAers and their families for help with any personal issues they are facing. The EAP offers confidential counseling services at no cost to employees.

For more information, or to set up an appointment with a professional EAP counselor, contact Kim Brams, EAP Manager, or Cary Cook, EAP Counselor/Consultant, (202) 267-3945, or toll-free on 1-800-234-1EAP.

## Industry Day

### FAA Technical Center Sponsors Open House

More than 600 people visited the FAA Technical Center in Atlantic City, NJ, recently to get an insider's view of the agency's advanced research and test facilities, and to learn about the many research and development projects that are taking place there.

Facilities included in the tour were the aviation security and human factors laboratories, full-scale fire test facility, and the "flying lab"—a fully-instrumented Boeing 727 with a Global Positioning System/Wide Area Augmentation System demonstration.

The goal of the 1995 Industry Day was to promote and increase awareness of technology transfer which helps federal laboratories work with industry and academia to form partnerships and develop innovative technologies and marketable products.

Thirty-one FAAers were honored with FAA Technology Transfer Awards which recognize the outstanding efforts and contributions of agency scientists and engineers to the FAA mission and technology transfer.





# Headquarters Intercom



FAA's Air Bear with kids from the John Quincy Adams Elementary School.

## Moving Kids Safely

### Peña Convenes Child Transportation Safety Conference at Local Elementary School

DOT Secretary Federico Peña, along with Air Bear, Personal Flotation Device Panda, Vince and Larry, Safe T. Rider, and Officer Choo-Choo, recently kicked off a Child Transportation Safety Conference called "Moving Kids Safely." During their visit to John Quincy Adams Elementary School in

Washington, DC, Peña and his companions encouraged hundreds of kids to focus on transportation safety.

The purpose of the June 1 and 2 conference was to provide a coordinated commitment to child transportation safety by building on existing *turn to Kids on page 4*

## Firm Commitment

### Hinson Establishes Community Involvement Policy

FAA Administrator David Hinson recently signed a Community Involvement Policy Statement, making a firm commitment to inform the public of agency actions that may affect them at the earliest practicable time in the decisionmaking process, and

to invite their participation in that process.

Hinson challenged agency organizations to develop and carry out an internal plan of action to implement the policy statement with its public *turn to Community on page 4*

## Highlights

**Express One.** Express One International, Inc., a Dallas-based cargo and passenger air carrier, voluntarily grounded its fleet of 39 aircraft following an FAA investigation which disclosed serious safety concerns.

The move came on the heels of an FAA National Aviation Safety Inspection Program audit of the airline, which disclosed systemic problems with systems that control and track the day-to-day airworthiness of the operator's fleet. FAA inspectors cited the operator's inability to show compliance with agency regulations, including verifying the airworthiness of various parts on at least 10 aircraft in the fleet.

Within days of the initial investigation, and based on FAA findings, the company voluntarily grounded 10 out of 13 aircraft inspected. Based on initial findings, a more in-depth investigation was launched by the FAA, resulting in the carrier voluntarily grounding its entire fleet.

Express One International is a passenger and cargo domestic air carrier operating a fleet of 39 aircraft, comprised of Boeing 727s and DC-9s. Its business consists of passenger charters for tour operators and scheduled cargo service for Roadway Freight Company and the Post Office.

**10 Billionth Passenger.** The U.S. airline industry is planning to transport its 10 billionth passenger in scheduled service, announced the Air Transport Association (ATA).

The ATA predicts that the industry will pass the 10 billion passenger *turn to Highlights on page 2*

## Highlights *from page 1*

mark sometime this month, based on government and industry historical records and the association's own traffic projections. Government and industry records on passenger boardings date back to 1926.

Today, the U.S. airlines are adding to the industry's passenger total at the rate of more than 500 million annually. According to the ATA, the U.S. air travel market is the world's largest with nearly 20,000 scheduled flights carrying an average of 1.3 million passengers each day.

**Video Teletraining.** The FAA recently established the Aviation Training Network at the FAA Academy in Oklahoma City, OK, to reduce travel and per diem costs associated with in-person training.

The Oklahoma City studio is the uplink site which transmits a training broadcast via satellite to receive sites. Students at the latter sites will use viewer response systems to communicate with the instructor.

The network includes the automated instructor presentation system which uses touch-screen technology to give instructors full control of the system. Its capabilities include real-

time interaction between the instructor and participants, attendance tracking, anonymous signaling of instructor when necessary, and delivery of tests and quizzes with a response analysis.

Distance education uses teleconferencing—one-way video and two-way audio—or computer-based training with multimedia.

**Master Mechanics.** In a recent ceremony at Headquarters, FAA Administrator David Hinson presented two former flight standards safety



From left to right are Edwin Morey, FAAer Fred Leonelli, and Charles Schaffer.

inspectors with the Charles Taylor "Master Mechanic" award.

The recipients were Edwin Morey and Charles Schaffer, who retired from the Flight Standards Service in 1977 and 1989, respectively. After the ceremony, FAAer Fred Leonelli, of the Flight Standards Service, hosted a reception for the winners.

The award recognizes individuals who have spent more than 50 years in the aviation maintenance profession. It is named in honor of Charles Taylor, the original aviation mechanic who designed and built the first aircraft engine and maintained subsequent engines for the Wright brothers.

**New Tower.** The FAA and the city of Monroe, LA, recently dedicated the new level III combined terminal radar approach control facility and air traffic control tower at the Monroe Airport.

The new structure replaces the existing tower which was built by the city in 1961. Standing over 100 feet

tall, the new 40 by 40 foot glass and concrete building houses the latest voice switching equipment and legal voice recorders.

The construction contract for the facility was \$2.9 million.

**VSCS Update.** The voice switching and control system at the Seattle and Salt Lake City Air Route Traffic Control Centers recently moved into initial operational capability, meaning that the equipment is operationally suitable and can be used to provide communications between aircraft and air traffic controllers.

The voice switching and control system, also known as VSCS, is a key element in the FAA's plan to modernize the nation's air traffic control system.

Complete operational transition to VSCS will be completed in four phases: switching forward to VSCS and back to the existing communications system; testing all communications capabilities in a live environment; operating VSCS for two hours during each day and swing shift for seven days during light to moderate traffic; and round-the-clock operation with the new system after testing in heavy traffic.

Denver International Airport was scheduled to begin initial operational capability on June 14.

**Continuing Education.** The American Council on Education offers a Noncollegiate Sponsored Instruction Program to help FAAers get college credit for agency training courses.

The council maintains a computerized Registry of Credit Recommendations that allows participants to retrieve their credit recommendations if they decide to attend college or need to document their education and training. The cost of joining the registry is \$25.

For more information on the program at Headquarters, contact AHR-120, 267-7379

## Headquarters Intercom

June 20, 1995  
No. 95-23

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## Recommending Changes

### FAA Releases Report on Robinson Helicopters

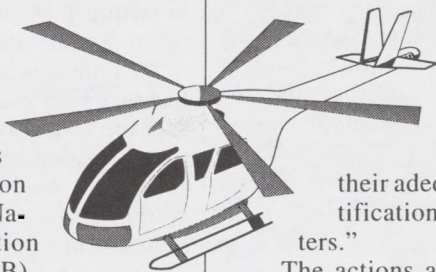
The FAA recently released a report detailing past actions and additional recommendations designed to increase the level of safety for Robinson R22 and R44 helicopters. The recommendations include design changes, prohibitions on specific flying procedures, and additional research and flight testing.

The actions and plans are the result of an extensive nine-month review by a special FAA Technical Panel established by the agency's Rotorcraft Directorate at Fort Worth, Texas. The panel studied accidents in which the helicopter's main rotor blades made contact with the airframe, causing a loss of control and eventually the break-up of the aircraft.

The panel, convened in July 1994, is comprised of specialists from the rotorcraft industry, academia, the Department of Defense, the FAA, and includes adjunct participation by members of the National Transportation Safety Board (NTSB).

The recommendations announced in the report are the latest in a series of steps begun by the FAA in July 1994 to resolve safety issues involving Robinson helicopters. The FAA has issued Airworthiness Information Letters to pilots, Airworthiness Directives that set flight limitations, a Special Federal Aviation Regulation, and convened a Flight Standardization Board that defined training, checking, currency, and pilot experience requirements; and initiated simulator and flight test and human factors research into rotor/airframe contact accidents.

"These are significant measures that are intended to reduce the poten-



tial for main rotor/airframe contact accidents in Robinson helicopters," said Elizabeth Yost, deputy director of the FAA's Aircraft Certification Service. "We will continue to determine what further actions are necessary. For example, we plan to conduct a review of the Federal Aviation Regulations to ensure their adequacy for the certification of light helicopters."

The actions announced in the Technical Panel report and those taken over the past year are consistent with the NTSB recommendations of July 1994 and January 1995 with regard to their investigations of accidents involving the in-flight breakup of Robinson helicopters. In addition, they address safety concerns the FAA has identified in its own research and flight testing. The FAA is working closely with operators, the manufacturer, and other safety organizations to successfully resolve the safety issues involved with these aircraft. The next step is for the FAA to determine the appropriate action in response to each recommendation contained in the Technical Panel's report.

## High-Level Lunch

### Brown Bag It with Administrator Hinson

The brown bag luncheon originally scheduled for Monday, May 22, from 12 noon until 1 p.m., in conference room 9ABC, has been changed. The new date is Thursday, June 29 from 12 noon until 1 p.m., in 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 outside the FAA Headquarters cafeteria. Headquarters FAAers not located in the main building may submit the required information to Briar Haggett, APA-340.

The cut-off date for submissions is Wednesday, June 21. At that time, 15 names will be randomly selected and employees will be notified of their lunch date with the administrator and the deputy administrator.



## Retirement Information

The contract for the FAA's Retirement Estimate System has been officially extended until September 30 to accommodate the increased demand for early-out and buyout retirement estimates.

During the month of February, the number of requests rose significantly due to buyout announcements—1,610 estimates were done for 437 employees. The total number of requests in the system's first year of operation stands at 22,088 for 9,664 FAAers nationwide. Of the more than 22,000 estimates, more than half have been for retirement dates in 1996 and beyond.

The Office of Labor Relations encourages all employees, including managers and supervisors, to use the telephone retirement system—1-800-888-4412—for retirement planning purposes.

Employees can request as many estimates as they want, and can project a retirement date until the year 2030.



## DOT Awards

### Nominations Due in Human Resource Management by July 7

Nominations for the Twenty-Eighth Annual DOT Secretary's Awards are being accepted through July 7 in the Office of the Program Director for Personnel, AHR-27.

Nominations should reflect the diversity of the work force, and the contributions that employees at every organizational and grade level make to the successful achievement of the agency's mission.

The Secretarial Award for Meritorious Achievement, the second highest award for civilian departmental employees, is granted for meritorious contributions of unusual value to the Department. The Secretary's Award for Valor is the highest departmental award for acts of heroism or courage involving great personal risk by civilian employees under unusual circumstances. Nominations are also being sought for the

Secretary's Awards for Volunteer Service, Community Service, Excellence, Teamwork, and Customer Service, as well as the Secretary's Annual Quality Award.

Nominations must be transmitted with a cover memo listing the nominees for each award in priority order, and signed by an assistant or associate administrator.

The memo must also document the fact that all nominees have an excellent record of support for the agency's diversity and equal employment opportunity programs.

An awards ceremony is planned for October 19, in conjunction with Employee Recognition Day, to allow employees to share their accomplishments with customers and co-workers.

For more information, call Janie Gordon, (202) 267-3855.



## Flightplan

**TWO Conference.** The Eighth Annual Technical Women's Organization Conference will be held *Tuesday through Thursday, June 27 through 29*, at the Ramada Hotel Tysons Corner.

This year's theme is "Moving into a Century of Diversity." Items on the agenda include organizational changes and challenges, women's issues for the year 2000, and alternative dispute resolution initiatives. FAA Administrator David Hinson and Deputy Administrator Linda Hall Daschle are among this year's participants.

Conference registration is \$130 for members, and \$140 for non-members. Included in the registration fee are a conference reception and speaker luncheon.

For more information, employees can contact Genia Embrey, 267-7197.

## Kids *from page 1*

successes and creating new alliances to ensure that "we are moving kids safely into the next century."

"It's time to change the devastating fact that each year thousands of children are seriously injured or killed in transportation accidents," said Peña. "We must no longer accept that a youngster growing up in the United States is more likely to be killed or injured in a transportation accident than from any other cause, when so many of the tragedies are easily predictable and preventable."

The conference promoted transportation safety by linking together national, state, and local organizations with the private sector to create a safer transportation environment for the nation's youth. Participants—which included representatives from all levels of government, law enforcement, the health care industry, insurance corporations, and academic professionals—identified transportation safety issues most affecting young Americans, highlighted and expanded existing programs addressing those problems while fostering new partnerships.

## Community Involvement *from page 1*

customers. He emphasized the importance of incorporating effective community involvement into daily FAA activities where appropriate, saying "it is an essential ingredient in the professional relationships we want to develop and the image we all want the agency to project."

According to the new policy, the first step in meeting the needs of the public is to understand the public's needs. Community involvement lets the agency know what citizens think about its activities. Through this involvement, the agency hopes to broaden its information base and im-

prove its decisions.

With implementation of this policy, the agency's goals are to provide active, early, and continuous public involvement, reasonable public access to information, give the public an opportunity to comment prior to key decisions, and solicit and consider public input on plans, proposals, alternatives, impacts, mitigation, and final decisions.

"This policy statement will create public expectations that we will listen to their concerns before making decisions," said Hinson. "We must meet those expectations."



U.S. Department  
of Transportation  
Federal Aviation  
Administration

# Headquarters Intercom



FAA Deputy Administrator Linda Hall Daschle with two FAA-approved child restraint systems to be used during air travel.

## Safe Seats

### FAA Offers Air Travel Tips to Families

The FAA recently offered safety recommendations for parents and other adults who travel by air with children. It also announced a proposed regulation that would ban some types of child restraint systems on aircraft, because tests have shown that they do not provide adequate protection for infants and toddlers.

FAA Deputy Administrator Linda Hall Daschle said that re-

cent debates over FAA regulations, airline policies, and the effectiveness of various child restraint systems (CRS) have left some families confused about the best way to protect young children aboard aircraft. She said the agency's recommendations give parents clear guidelines for air travel with children.

"We want to get children off  
*turn to CRS on page 6*

## Highlights

**Top Honors.** Vice President Gore recently saluted the support and patriotism of federal employees and Oklahoma City citizens during the aftermath of the April 19 bombing tragedy at the Alfred P. Murrah federal building.

At the annual Federal Executive Board Public Service Recognition Awards luncheon held in Oklahoma City, Gore said the outpouring of support "said something very good about our country." Eight Aeronautical Center FAAers and one retiree were among the 72 federal civilian and military nominees from 17 agencies recognized at the event.

Nearly 50 rescuers from local departments were on hand and received a two-minute standing ovation from the more than 1,000 federal participants and guests.

**Memorial Fund.** The Federal Highway Administration (FHWA) recently announced the formation of the OK-DOT/FHWA Memorial Fund to help fellow employees and their families who were affected by the April 19 bombing tragedy in Oklahoma City. It will be administered by the Federal Employees Education and Assistance Program.

There will be a FHWA Advisory Board to help direct financial assistance to the areas of greatest need within the affected DOT/FHWA family.

All donations are tax deductible, and can be mailed to the following address: Federal Employees Education and Assistance Program, 8441 W. Bowles

*turn to Highlights on page 2*

## Highlights *from page 1*

Ave., Suite 200, Littleton, CO, 80123. Make checks payable to *FEEA/OK-DOT/FHWA Memorial Fund*.

**New Appointment.** Nicholas Garaufis, a New York attorney, has been named the FAA's new Chief Counsel. He replaces Mark Gerchick, who left the agency in March to become deputy assistant secretary of transportation for Aviation and International Affairs.

In his new post as Chief Counsel, Garaufis will be the top legal advisor to FAA Administrator David Hinson. Prior to his new position, Garaufis served as counsel for Claire Shulman, president of the borough of Queens of New York City, where his duties included serving as legal advisor, director of intergovernmental relations, and aviation advisor. He held that position since 1986. Garaufis has also been a member of the New York Area Aircraft Noise Mitigation Committee since 1992.

He began practicing law in 1974 as an associate with New York-based Chadbourne, Parke, Whiteside and Wolff. In 1975 he joined the Department of Law for the state of New York as assistant attorney general in

the Litigation bureau. Garaufis served as pro bono counsel for U.S. Representative Gary Ackerman, D-NY, since 1979, and from 1983 to 1985, he served as counsel for U.S. Representative James Scheuer, D-NY.



*Nicholas Garaufis*

Garaufis holds a BA from Columbia College, and a JD from Columbia University's School of Law.

**Telecommuting Centers.** A new FAA telecommuting center is open at Dulles Airport in the Gateway Building, 400 West Service Road, Leesburg, VA. The center has two workstations, each with a personal computer, telephone, and access to copy and fax machines.

A second center will open next month at the Fairfax County Government Center, 12000 Government Center Parkway, Fairfax, VA. Workstations with telephone, copy, and fax machine access will be provided. Telecommuters at this center will need a laptop or notebook computer, since no personal computer is provided.

Headquarters FAAers interested in telecommuting can contact Nancy Hurrence, 267-3903, for more information.

**Human Factors.** The FAA recently launched a comprehensive initiative to conduct and apply human factors research to the National Airspace System. The plan, a joint effort by the FAA, Department of Defense, and the National Aeronautics and Space Administration, represents a comprehensive national commitment to making the system safer and less complicated for the people who use it.

Called The National Plan for Civil Aviation Human Factors, the action plan addresses an objective of the White House's National Science and Technology Council. It also outlines a coordinated national agenda to ad-

dress one of the principal goals of the FAA's Strategic Plan—to eliminate accidents and incidents caused by human error.

In addition to bringing research results to the operational community, the initiative has three principal goals: identifying operational needs and problems involving human performance; guiding research programs to address the human element; and eliciting the participation of the nation's top scientists and aviation professionals in government, industry, and universities. It provides for the sharing of research results among the participating government agencies and the private sector to increase the speed and efficiency by which new concepts in human performance can be tested, validated, and incorporated into the national aviation system.

**Resuming Operations.** Arrow Air, a Miami-based passenger and cargo air carrier, was recently authorized by the FAA to resume operations after meeting extensive recertification requirements.

The recertification followed the carrier's fulfillment of the terms of a consent agreement signed April 28. Under the agreement, Arrow Air made a \$1.5 million remedial payment to the FAA, removed key management personnel responsible for the violations, demonstrated that its aircraft meet airworthiness requirements, and proved that it can maintain a system to ensure compliance with FAA maintenance and operations regulations.

The FAA worked closely with Arrow Air to ensure that the carrier meets the requirements of the Federal Aviation Regulation (FAR) to operate in passenger and cargo service. The FAA reviewed every aspect of the air carrier's operation including training, maintenance, operations, management, and record keeping to ensure its compliance with the FAR and safe operations.

The agency suspended Arrow Air's operating certificate on April 27 after uncovering serious violations of the FAR.

## Headquarters Intercom

June 27, 1995  
No. 95-24

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## Planning Ahead

### Thrift Savings

### Plan Open Season Runs Through July 31

The Thrift Savings Plan (TSP) open season at the FAA runs through July 31. During this time, eligible employees may sign up to contribute to the plan, or change the amount of contributions to the three funds.

Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) employees with continuous service who were hired between July 1 and December 31, 1994 are eligible to participate in this year's open season.

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.

The Plan Summary which comprehensively explains all features of the TSP, including detailed information about investment options, will be provided to all employees. The TSP Summary Guide, election forms, and interfund transfer forms are available from the Employee Relations Branch, AHR-19d, room 524.

Elections received before July 9 will be effective on that date, and elections received after that date will be effective on the first full pay period after receipt in AHR-19d.

For more information or questions on the open season, contact Charlene Warren, 267-3872, or Barbara Williams, 267-3873.

## Town Hall Meeting

### Employee Dialogue Session with the Administrator Scheduled for June 27



Employees will have the opportunity to ask FAA Administrator David Hinson about the agency's budget and its impact on them, at the next town hall meeting scheduled for Tuesday, June 27, at 1 p.m.

During a live satellite broadcast from the Headquarters auditorium, the Administrator will first address employees on the current status of the agency's budget. Then, in addition to taking questions from the audience, FAAers in field facilities can call in on a special phone line.



## Screener of the Year

Recognizing the "diligent efforts of aviation security personnel," Assistant Administrator for Civil Aviation Security, Cathal Flynn, far right, and FAA Administrator Hinson, far left, recently presented Lawrence Renzoni, second from left, with the first National Screener of the Year award. Also present during the ceremony was Renzoni's wife Debbie, and representatives from the Regional Airline Association and Airline Transport Association.

"The award is a way to reward aviation security professionals, such as air carrier security screeners, checkpoint security supervisors, and screeners-in-charge for their contributions to aviation security," said Flynn.

Renzoni is a checkpoint security supervisor for Argenbright Security at Dulles International Airport. Nominated by United Airlines, Renzoni was chosen for the award from an overall group of 90 nominees and eight regional finalists. His contributions to aviation security over the past four years include: reconfiguring checkpoints to enhance security; creating "test" objects to help screeners better detect potentially dangerous materials; working 16-hour shifts to adequately staff checkpoints during inclement weather; passing all screening evaluations with a score of 100; and detecting 105 actual weapons during his career in aviation security.

## Meeting Challenges

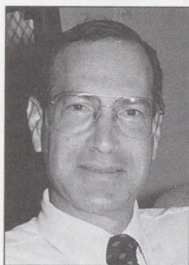
### *Airway Facilities Reorganizes to be More Customer-Oriented*

To meet streamlining and downsizing challenges, and to be more customer-oriented and functionally-based, Airway Facilities (AF) continues its effort to reorganize both Headquarters offices and field facilities.

Part of the effort to consolidate its

77 sector administrative office into 33 system management offices includes an examination of senior executive service (SES) positions to determine how, best to strengthen Airway Facilities' leadership position. Over the past year, AF has undergone signifi-

cant attrition in the SES ranks, and the resulting vacancies have been filled, or reassignments made, to match the skills, knowledge, and abilities to the needs of the organization. Twelve FAAers now hold new positions in the organization:



**Steve Rothschild**

Formerly the director of NAS Transition and Implementation, Rothschild is now the director of Resources Management (AFZ-1). He holds a master's degree in engineering science from Penn State University. His organization is charged with managing a \$2.3 billion budget, technical training for all AF employees, and several support programs for more than 11,000 employees.



**Dennis Koehler**

Formerly the deputy division manager of Western-Pacific Region's Air Traffic Division, Koehler is now the director of Requirements and Life-Cycle Management (ALM-1). He holds a master's of science from Florida International University, and brings an air traffic background rich in technical requirements definition and field air traffic operations.



**Alice Wong**

Formerly the acting deputy director of Operational Support, Wong is now the deputy director for Requirements and Life-Cycle Management (ALM-2). She holds a master's of science from The American University, and is a graduate of the Candidate Development Program. She has a background in acquisition management and experience in AF operational engineering.



**Karen Cronin**

Formerly the acting director of Requirements and Life-Cycle Management, Cronin is now director of NAS Transition and Implementation (ANS-1). She holds a master's degree in math from Wright State University, and is a graduate of the Candidate Development Program. Cronin came to the FAA from the Department of Defense where she managed complex engineering and logistical programs. Her organization, ANS, is charged with integrating new systems into the National Airspace System.



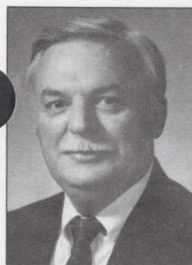
**Dave Tuttle**

Tuttle is the director of NAS Operations (AOP-1), a position he has acted in for over a year. He holds a master's degree in public administration from George Washington University, and a master's of science in systems engineering from the University of Southern California. Tuttle is responsible for the daily operations of the NAS and the eventual implementation of Operations Control Centers to remotely manage maintenance of the many systems and equipment used in air traffic control and the telecommunications network throughout the FAA.



**George Terrell**

Formerly the acting director of Resource Management, Terrell is now the director of Operational Support (AOS-1). He holds a master's of science in engineering from the University of California at Berkeley, and brings a strong engineering background from Headquarters and the field to this organization charged with second level engineering for software and hardware used in NAS operation.



**Alan Moore**

Formerly the AF deputy division manager in Central Region, Moore is now that region's manager of the Airway Facilities Division (ACE-400). He holds a master's of science in electronic engineering from Oklahoma State University, and is a graduate of the Candidate Development Program. He is also managing the AF National Realignment Program.



**Robert Strong**

Formerly the organization's deputy division manager in the Great Lakes Region, Strong is now that region's Airway Facilities Division manager (AGL-400). He holds a master's of science in engineering from the University of California, and is a graduate of the Candidate Development Program.



**Gene Nobles**

Formerly the division manager for AF training at the FAA Academy, Nobles is now New England Region's Airway Facilities Division manager (ANE-400). He holds a master's degree in public administration from West Georgia College, and has held various positions in the organization's sector offices.



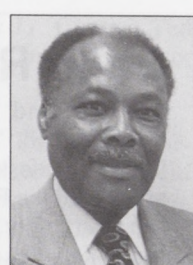
**Jeri Alles**

Alles, who has been acting AF deputy division manager for the Great Lakes Region (AGL-401), was permanently named to that position. She is a graduate of the Candidate Development Program, and holds a bachelor's of science from the University of Illinois. Alles also holds a pilot certificate for the DC-9, and has been a flight instructor.



**Tom Gassert**

Gassert, who has been acting AF deputy division manager for the Eastern Region (AEA-401), was permanently named to that position. He holds an associate's degree from Suffolk County Community College, and is a graduate of the Candidate Development Program.



**Bill Lindsey**

In January of this year, Lindsey was named AF deputy division manager for the Northwest Mountain Region. He holds a private pilot certificate, and is a graduate of the Candidate Development Program.

## Pilot Program

### *Airway Facilities Files Fiscal Year '96 Plan*

As part of its pilot participation in the Government Performance and Results Act, Airway Facilities recently filed a plan for fiscal year 1996, which concentrates on its role of infrastructure maintenance and spectrum management.

In 1993, Airway Facilities was one of 53 pilot organizations chosen to implement the law. The group was required to develop a strategic plan, and file annual performance plans and reports along with their annual budget submissions. Under the Act, organizations are required to look at the outcomes of their efforts, and not just the outputs. The plans they submit are to tell Congress, and eventu-

ally the taxpayers, what the government is producing for the money it is spending.

Airway Facilities chose as a goal its measurement of the cost of doing business, including looking at the way the organization compiles data into useful, meaningful information. The Requirements and Life-Cycle Management and Operations Directorates are developing ways to accurately measure productivity and determine the true cost of providing services to the public, while also looking at ways to reduce the burden of unneeded preventative maintenance on the workforce.

In their 1996 plan, Airway Facili-

ties is concentrating on keeping the National Airspace System working with minimum interruption to the flying public, and having today's aeronautical spectrum operate without interference, as well as having the spectrum ready for tomorrow's system demands.

The rest of the FAA is now being introduced to this type of annual performance plan requirement. DOT is requiring all modal administrations to include performance planning and reportable goals along with their fiscal year 1997 budget submissions, and anticipates being ready for full implementation of the Act in fiscal year 1997.

## Child Restraint Systems *from page 1*

the laps and into the straps," Daschle said. "Aviation is absolutely the safest way for families to travel, and the FAA's goal is to enhance air safety for children by educating families and promoting the use of effective child restraint systems that are approved for aircraft."

The FAA tested several types of child restraints at the Civil Aeromedical Institute (CAMI) in Oklahoma City, making the following safety recommendations:

→ children under 20 pounds should be restrained in a rear-facing child safety seat that is approved for use on aircraft;

→ children weighing 20-40 pounds should use an approved forward-facing safety seat;

→ children over 40 pounds should use the standard airline lap belt that is attached to all airline seats.

As a result of the CAMI research, the FAA also issued a Notice of Proposed Rulemaking, proposing to ban the use of booster seats, and harness and vest restraints on aircraft. Daschle said the research showed that those devices do not provide adequate protection for young children aboard aircraft.

A companion notice was announced by the National Highway Traffic Safety Administration (NHTSA), which is responsible for developing design standards used by manufacturers of child restraint systems and for approving them for both automobile and aviation use. NHTSA's proposal would

complement the FAA rule by requiring manufacturers to label booster seats and harness restraint systems as "not certified" for use in aircraft.

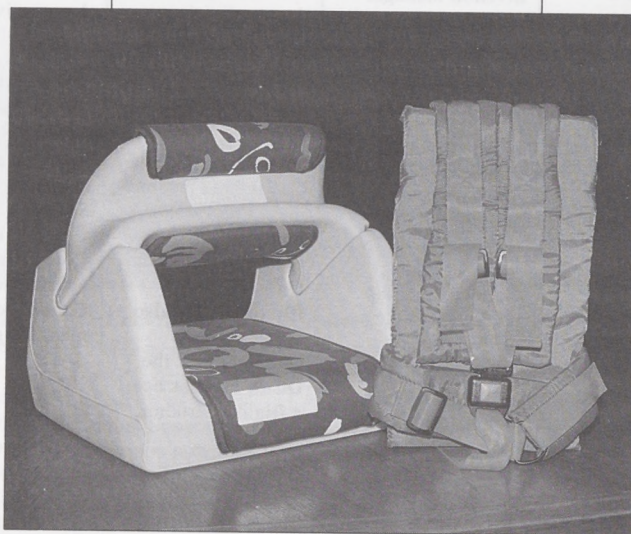
Daschle said the FAA strongly recommends that all children who fly, regardless of their age, be protected by an approved child restraint system that is appropriate to the child's size and

would require parents to use child restraint systems on aircraft for children under two. She said updated economic studies still indicate that a mandated rule would kill more children than it would save, by increasing the cost of air travel and forcing families to choose less expensive—but far less safe—travel alternatives.

Daschle pointed to several non-regulatory actions the FAA is taking to improve the safety of children who travel by air. For example, DOT Secretary Federico Peña has asked airlines to develop individual strategies and incentives that will encourage families with young children to use approved child restraints when they are traveling by air. The FAA is also developing a nationwide public education campaign to promote the use of child restraint systems and to advocate programs that help the agency achieve its goal of protecting children who fly.

"On this issue, we need to educate, not regulate," Daschle said.

"The economic studies show that a mandated rule would cost families nearly \$1 billion over the next 10 years, an average of more than \$200 per trip. Faced with that, many families will be forced to make choices for the sake of economy that will put their children at much greater risk. We believe that by working cooperatively with families and the airline industry, we can help lower the cost of air travel for families and lower the risks to children."



*Tests have shown that these types of child restraint systems do not provide adequate protection for infants and toddlers on aircraft.*

**"We want to get children off the laps and into the straps"**

Linda Hall Daschle  
FAA Deputy Administrator

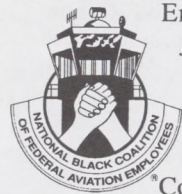
weight. Current airline policies do not require parents to purchase a separate seat for a child under two years old. Children who are two years or older are required by the airlines to have their own seats and may use the standard lap belt like any other passenger.

Daschle said that new research by the FAA — released as part of the agency's Report to Congress on Child Restraint Systems — has led the agency to reconfirm its decision not to propose a federal regulation that

## 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: *July 11*. Contact Carrie Wood, x78411.

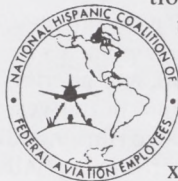


**FWPC.** The Federal Women's Program Committee meets the *first Wednesday* of each month, 11 a.m., 10th-floor Civil Rights conference room. Next meeting: *July 5*. Contact Doretha Robinson, x75842.



**Headquarters EPG.** The Headquarters Employee Participation Group meets the *second Thursday* of every month, 9 to 11 a.m., McCracken room. Next meeting: *July 13*. Contact Bob Cripe, x78211, or Gerrie Robinson, x79678, for meeting location.

**Hispanic Coalition.** The National Hispanic Coalition of Federal Aviation Employees meets the *first Wednesday* of each month, 12 noon. Next meeting: *July 5*, room 5C. Contact Mark Rios, x79339.



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

The group provides instruction on how to communicate effectively, build self-confidence, stimulate the

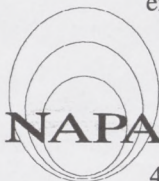
exchange of ideas, express individual thoughts, learn skills to use at work, and receive training to increase individual effectiveness. All efforts will be constructively evaluated by the group.

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

**Managers Association.** The Federal Managers Association, FAA Headquarters Chapter 265, meets the *second Thursday* of each month, from 12 noon to 1 p.m., in the MOC room. Next meeting: *July 13*. Contact Warren Davis, x79224.

**NA-AN.** The Native American-Alaskan Native Coalition meets the *third Wednesday* of each month from 1 to 2 p.m. Next meeting: *July 19*. Contact Rob Paul, x77045 or Mark Blazy, x73949, 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: *July 18*. 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.

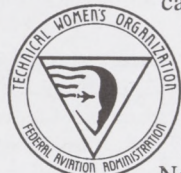
Next meeting: *July 11*. Contact Ted Criswell, x77925, or Pat Bosco, x79889.

**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: *July 6 and 20*. Contact the Employee Assistance Program, x73945.

**Toastmasters.** The FAA chapter of Toastmasters—the FAA Speechmasters—meets the *first and third Tuesday* of every month from 12 noon to 1 p.m., MOC room. Next meetings: *July 11 and 25*. Contact Caprice Lloyd, x79881, 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: *July 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: *July 18*. Contact Margaret Powell, x67037.

## Building Bulletin Board

**Missing Computer.** The FAA Flying Club is missing a teaching aid, called an E-6B flight computer. The three-foot-tall computer was left in conference room 5ABC several months ago, and neither the club nor building management have been able to locate it since.

Any employee with information on the whereabouts of this computer are encouraged to call Bill McPartland, (202) 358-5150.

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

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



## Airway Facilities Accolades

### Six Sectors Win National Honors

Six Airway Facilities sectors have received national honors for the 1994 fiscal year. Three top sectors in three different categories were praised for exhibiting the highest achievement in facility/service performance, human resource management, and general programs.

Three additional sectors were also honored this year with the Distinguished Sector of the Year award, presented to those sectors whose facility/service was most improved from the previous fiscal year.

The top three sectors were selected from a group of regional winners in these categories—General National Airspace System Category 1, Category 2, and Category 3 (Air Route Traffic Control Center).

This year's winners were:

General National Airspace System Category 1  
**Montgomery (Montgomery, AL)**  
*Southern Region*

Montgomery was chosen from these regional winners: *South Alaska*, Anchorage, AK, Alaskan Region; *Tri-State*, West Trenton, NJ, Eastern Region; *Wisconsin*, Green Bay, WI, Great Lakes Region; *Boston*, East Boston, MA, New England Region; *Albuquerque*, NM, Southwest Region; *Golden Gate*, Hayward, CA, Western-Pacific Region; and *Denver*, CO, Northwest Mountain Region.

General National Airspace System Category 2  
**New Orleans (New Orleans, LA)**  
*Southwest Region*

New Orleans was chosen from these regional winners: *North Alaska*, Fairbanks, AK, Alaskan Region; *Wichita*, KS, Central Region; *Empire*, Syracuse, NY, Eastern Region; and *Dakota*, Bismarck, ND, Great Lakes Region.

Category 3 (Air Route Traffic Control Center)  
**Los Angeles ARTCC (Los Angeles, CA)**  
*Western-Pacific Region*

Los Angeles was chosen from these regional winners: *Anchorage*, AK, Alaskan Region; *Washington*, Leesburg, VA, Eastern Region; *Aurora*, IL, Great Lakes Region; *Fort Worth*, TX, Southwest Region; *Denver*, CO, Northwest Mountain Region; and *Memphis*, TN, Southern Region.

Distinguished Sector of the Year:

General National Airspace System Category 1  
**Indianapolis, IN**  
*Great Lakes Region*

General National Airspace System Category 2  
**Susquehanna, PA**  
*Eastern Region*

Category 3 (Air Route Traffic Control Center)  
**Jacksonville, FL**  
*Southern Region*

## Flightplan

**Summer Camp.** The George Washington University is sponsoring a summer sports camp for children between the ages of seven and 12, *Saturday, July 10 through Friday, August 4*, at the school's Smith Center, 22nd and G Streets, NW.

The camp consists of four separate one-week sessions, beginning at 8:30 a.m. and ending at 5:15 p.m. each day. Campers are treated to supervised sports activities, including soccer, softball, swimming, and relay

races.

Enrollment is \$165 per week. For more information on the camp, employees may contact the school's Department of Athletics and Recreation, (202) 994-6251.

**TWO Conference.** The Eighth Annual Technical Women's Organization Conference will be held *Tuesday through Thursday, June 27 through 29*, at the Ramada Hotel Tysons Corner.

This year's theme is "Moving into a Century of Diversity." Items on the

agenda include organizational changes and challenges, women's issues for the year 2000, and alternative dispute resolution initiatives. FAA Administrator David Hinson and Deputy Administrator Linda Hall Daschle are among this year's participants.

Conference registration is \$130 for members, and \$140 for non-members. Included in the registration fee are a conference reception and speaker luncheon.

For more information, employees can contact Genia Embrey, 267-7197.