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## The Best Gets Better

By Leonard Samuels



United Airlines and its feeder Air Wisconsin aircraft park at the new temporary midfield terminal at Washington Dulles International Airport. At left are a pair of Plane Mate mobile lounges that brought passengers to the terminal.

Photos by Dennis Hughes

Washington Dulles International Airport—called the best airport ever built—spent a generation in nearly splendid isolation 26 miles west of the capital, a beauty ahead of its time.

Even at its debut in 1962, Dulles opened a door to the future. It permitted the Washington area to enter the jet age because it could handle the first-generation long-range jet aircraft, which Washington National Airport could not.

Now, its expectations are being realized, in part because Congress has triggered the mechanism by which Dulles can seize its opportunity to grow. It has permitted the leasing of both Washing-

ton airports to a regional authority that can seek private funding for expansion and modernization.

Because of Dulles, the Washington area "has been spared the problem of restricted airport capacity that plagues most of the great metropolitan areas of the country," says Dexter Davis, manager of Dulles Airport. "It's the only airport east of the Mississippi where the airlines have room to expand and is one

*The editor of FAA WORLD, Mr. Samuels is a former foreign service officer and writer-editor for Popular Mechanics and several trade magazines.*

reason why they are choosing to hub here."

He says many in the airline industry believe there can't be more than four or five air carrier runways that can be built in this country, and "we've got two here in the Dulles plan."

Dulles was originally designed to accommodate about 13.5 million passengers a year and was seen as all origin-and-destination traffic, except for air taxis. With its renaissance in the last year and a half, the passenger count now is hovering about the 10-11 million mark. The future? In the neighborhood of 35-40 million.

Capacity is only part of the story. Demographics is another. "Ten or more years ago," explains James Wilding, director of Metropolitan Washington Airports, "it's a fairly safe bet that a passenger at either of the Washington airports was bound to or from the District of Columbia. Today, it's only one in three. The other two increasingly belong to neighboring Fairfax County, Virginia, and Montgomery County across the Potomac River in Maryland. That's Dulles country."

Another factor in making Dulles a more-attractive entity was the remark-

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## Feeling Fit

### Sit-Ups May Hold Key To a Healthier Middle

Reducing the fat around the waistline has become an American pastime, and most people turn to sit-ups to fight the battle of the bulge. That won't do it without diet, unless the bulge is sloppy musculature.

Sit-ups or other abdominal exercise won't reduce the observable fat around the waist, for which it is necessary to decrease caloric intake, abetted by exercise.

Then why do sit-ups? First, they strengthen and tone up abdominal muscles, which are difficult to exercise otherwise, to improve your appearance and posture.

Second, sit-ups can prevent or alleviate back problems, since abdominal muscles help support the back. Strengthening these muscles also will result in more power for running, tennis and other physical activities for the torso.

These benefits will only occur, however, if the sit-ups are done correctly. The old-fashioned straight-leg sit-ups in which you rise to a sitting position with your legs flat on the floor can give you

back problems instead of helping to solve them.

Also not recommended are alternating bent-leg sit-ups. In this maneuver, a sit-up is done with one leg straight out above the floor and the other knee pulled up. According to Deborah Caplan, a well-known physical therapist, these sit-ups produce an asymmetrical pull on the pelvis, rather than a strengthening and toning of the abdominal muscles.

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## FAA World

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## New MTS Rises in Secluded Area

By Helen S. Riger

To improve aviation for the future, we have to do more than manage equipment and technical procedures. We must also find a ways in which we manage people.

*The Assistant Director of Public Relations at Embry-Riddle Aeronautical University, Bunnell, Fla., Ms. Riger also has experience in the advertising and marketing fields and a degree in journalism.*



It was more than just another groundbreaking ceremony that Administrator Donald Engen was attending in Palm Coast, Fla., on October 16. So, instead of a shovel, the Administrator raised a glass of wine to toast a new \$7.5 million FAA Management Training School to be built that "will have a lasting effect on the future of aviation.

"To improve aviation for the future," he said, "we must do more than manage equipment and technical pro-

cedures; we must also improve the ways in which we manage people."

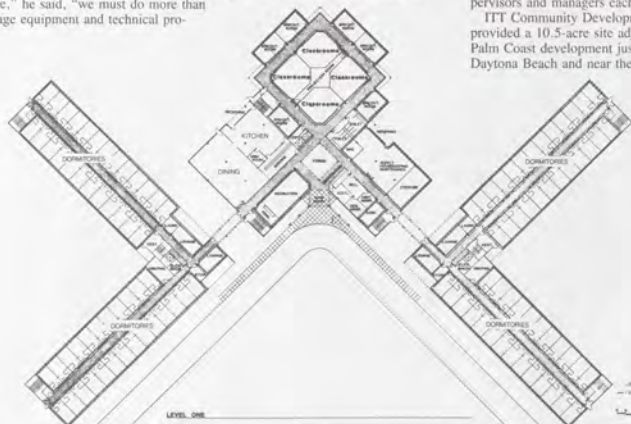
Engen was joined in the toast by Kenneth L. Tallman, president of Embry-Riddle Aeronautical University, and James Gardner, president of ITT Community Development Corp., the successful bidders for building a replacement for the Management Training School that has been located at

*Administrator Engen shares his ideas on training FAA managers at the groundbreaking ceremonies for the new Management Training School, which is being built in a lush, wooded area in Palm Coast, Fla.*

Cameron University in Lawton, Okla., since 1971.

The Embry-Riddle/ITT team was selected from among 10 bidders to build a facility that will train 3,000-4,000 supervisors and managers each year.

ITT Community Development Corp. provided a 10.5-acre site adjacent to its Palm Coast development just north of Daytona Beach and near the Flagler



*The ground-floor plan of the two-story Management Training School in Palm Coast shows the dormitories surrounding the school and dining activities core.*

Center campus of Daytona Beach Community College. It will also oversee design and construction of the 130,000-square-foot school. An additional 15.1 acres adjacent to the site have been set aside for future use by Embry-Riddle.

Embry-Riddle's \$47.3 million contract with the FAA provides for leasing the facility to the FAA for 10 years, with options for two five-year renewals, and for providing maintenance, security, food service and other support services. The university is also bidding for a second contract to provide the school's faculty.

Scheduled to be completed in October of this year, the facility will consist of dormitories, classrooms, dining rooms, a library and administrative and other support areas.

Attendance will be limited to 200 students at any one time—each with his or her own dormitory room and private bathroom—spending from three days to three weeks. Noting that the school also will provide correspondence enrollment for 16,000 courses, computer-based instruction for 500 students and a lending library that will handle more than 2,400 requests, Administrator Engen said,

"The diversity of training opportunities is absolutely essential for the diversity of talents that the FAA must nurture to serve aviation."



The site is a secluded, wooded area highly conducive to learning. There are no recreational facilities on the property, but there are nearby tennis courts, golf, bowling, shopping and the beach. Within driving distance are attractions like the Kennedy Space Center and EPCOT.

"The excellence of the location, the availability of other supporting facilities and the commitment to excellence in aviation education from Embry-Riddle all contributed to the awarding of this contract," noted Administrator Engen.

Embry-Riddle President Tallman termed the selection a tremendous boost to the region. The training facility will likely contribute more than \$300 million to the regional economy over the next 20 years.

In affirming the value of FAA's investment in the new school, the Administrator said, "I really believe that strengthening the training for future managers is a genuine contribution that will have lasting effects on the future of aviation.

"By improving our skills for managing people, we will make the FAA a better place to work in the future and thus attract the people who have the skills and the interest to sustain aviation progress for succeeding generations."



Stella Randolph in 1981. She first resurrected Whitehead's claim in a 1935 article in *Popular Aviation* magazine.

Some myths die hard. They even live on as facts on the reference shelves of libraries.

Pull down Joseph Nathan Kane's *Famous First Facts* (4th Edition) and you'll find the bald statement that the first powered flight in a heavier-than-air machine was made by one Gustave Whitehead, an unskilled mechanic and tinkerer.

The source of the canard? A book by Stella Randolph, *The Lost Flights of Gustave Whitehead* (1937).

In 1934, an acquaintance showed Randolph a clipping from the Aug. 19, 1901, edition of the *New York Herald*. The article said that five days earlier Whitehead made an airplane flight near Bridgeport, Conn., that covered a distance of half a mile. If true, Whitehead had gone airborne more than two years before the Wright brothers.

Randolph at the time was a young Washington, D.C., secretary struggling to launch a career in journalism. Her curiosity piqued, she journeyed to Bridgeport, where Whitehead had made his home and worked from 1900 until his death in 1927.

There, she gathered the information that formed the basis for her book: 14 affidavits attesting to Whitehead's aeronautical exploits in a machine of his own design and construction. Those exploits included not only the Bridgeport flight but powered flights over Pittsburgh in 1899 and over Long Island Sound in 1902.

Randolph's version of the airplane's origins was met with deep skepticism by aeronautical experts. Nevertheless, her book formed the basis for periodic revivals of interest in Whitehead. It was

## The Flight That Never Was

By Nick Komons



Gustave Whitehead (right) poses with friends in front of his Flying Machine No. 21, in which he claimed to have flown either a half-mile or a mile and a half on Aug. 14, 1901, at Bridgeport, Conn.

when William J. O'Dwyer crossed paths with Stella Randolph that the latest Whitehead revival began to rev up and eventually take off in earnest.

O'Dwyer, a 65-year-old retired warrant officer, has devoted more than 20 years trying to establish what he believes is Whitehead's rightful place in history. But the evidence that he and Randolph have gathered, he says, has been deliberately ignored by aeronautical authorities. So O'Dwyer resolved to reconstruct Whitehead's Bridgeport machine and fly it.

O'Dwyer and other Whitehead supporters are not the first to contest the Wright brothers' claim to the invention of the airplane. And, in truth, the Wrights were not the first men to go airborne in a powered machine.

In October 1890, for example, the French engineer Clement Ader succeeded in making a short, uncontrolled hop of 160 feet in a steam-powered machine. Then, in August 1903, the German Karl Jatho made an aerial hop of 59 feet in a "petrol-powered" machine.

But did these men achieve powered flight in the aeronautical sense? Jatho himself referred to his achievement as a *Flugspring*, a flying leap or jump.

In contrast, besides making a powered takeoff and a sustained flight, the

Wright brothers had devised a means to control the three axes of motion—roll, pitch and yaw. Is there any hard evidence that Whitehead ever flew in the manner that the Wrights did at Kitty Hawk? For that matter, is there proof that he managed even a *Flugspring*?

The principal evidence supporting Whitehead's alleged Pittsburgh flight is the testimony of a Bridgeport blacksmith, Louis Darvarich, who claimed he flew with Whitehead in April or May 1899 in a steam-powered aircraft that failed to clear the top of a three-story building. He also claimed that he was severely burned in the crash. The Pittsburgh press was apparently fast asleep when the crash occurred, for what should have been front-page news failed to get so much as a mention. A search of Pittsburgh hospital, fire and police department records turned up nothing.

No photographs are extant of the aircraft that allegedly came to grief in Pittsburgh. But there are plenty of good photographs of Whitehead's Flying Machine No. 21, the subject of the article that piqued Stella Randolph's interest. That aircraft existed, but did it fly?

The first report of its alleged flight appeared in the feature section of the *Bridgeport Sunday Herald* on August 18, 1901, four days after the event. The story appeared without a byline and was illustrated with four witches astride broomsticks. No other Bridgeport newspaper picked up the story.

Other matters about the Bridgeport claim raise doubts. According to the *Sunday Herald*, four men witnessed the flight: Whitehead, a *Herald* reporter, and two Whitehead associates, Andrew Cellie and James Dickie. In 1937, Dickie stated in an affidavit that he did not know Cellie and did not ever witness a flight by No. 21 or any other Whitehead machine.

Then, too, there is Whitehead's own conflicting testimony. He originally claimed that he flew half a mile on August 14. Five months later, he claimed a mile and a half. O'Dwyer sees no contradiction, saying Whitehead was talking about three flights of half a mile each. But Whitehead's own words were, "No. 21 has made four trips, the longest one and a half miles, on Aug. 14, 1901."

Whitehead wrote those words on April 1, 1902, in a letter to the editor of the *American Inventor*, in which he described a Jan. 17, 1902, flight over Long Island Sound that covered a distance of seven miles.

This feat was accomplished, according to Whitehead, in Flying Machine No. 22, an aircraft similar to No. 21. Its wings were "shaped like those of a flying fish or bat" and covered with silk. They folded up against the aircraft's fuselage and remained in that

attitude until the machine hit takeoff speed. The rest of the machine was constructed of steel tubing and aluminum sheeting "and made so it will float like a boat in the water." It sat on four automobile wheels, two in front and two in back, and sported two counter-rotating propellers, each measuring six feet in diameter.

A kerosene engine powered the two front wheels and drove "the machine forward at fearful speed"—up to 50 mph. "When ready to go up," Whitehead wrote, "a spring is released which stretches the wings and the propellers are started by means of a lever which stops the ground wheels and turns the power into propellers."

When he took off over the Sound, Whitehead wrote, he eventually reached an altitude of 200 feet, at which point "it came into my mind to try steering around in a circle. As soon as I turned



Langley's 1903 Aerodrome flew in 1914, but only after Glenn Curtiss modified and equipped it with one of his engines.

dred feet in flight? That is strange behavior unrelated to a lack of business acumen.

What contemporary evidence do we have, other than Whitehead's bald statements, that No. 22 flew? None. Indeed, we have little with which to evaluate his aeronautical work. Nothing among Whitehead's records reflects the intellectual struggle of a man investigating the realm of flight.



Langley's Aerodrome attempted flight in October and December of 1903, but fouled on its launchers both times, ending up in the Potomac River.

the rudder and drove one propeller faster than the other, the machine turned a bend and flew north with the wind at a frightful speed," until he saw his starting place in the distance. He slowed his props, settled gently into the water and floated to shore like a boat. He packed up the machine and took "her home until Spring."

If Whitehead conquered flight in such a truly spectacular fashion, why did he fail to exploit his invention? O'Dwyer has an explanation: Whitehead was a poor businessman. But this does not explain why Whitehead later abandoned his supposedly successful but-like design in favor of machines patterned after Octave Chanute's gliders, which had never exceeded more than a few hun-

drates constructed what they believe is a reproduction of that machine. On July 11, 1986, they tethered the craft to the rear of a truck. Pulled along by its tether, the machine reached an altitude of three feet. Last month, O'Dwyer says the craft left the ground briefly under modern engine power. There are no illustrations or specifications to Whitehead's original engine.

The affair is reminiscent of Glenn Curtiss' efforts to discredit the Wrights by flying significantly modified versions of Langley's Aerodrome and an 1884 Goupil craft mated to Curtiss engines.

Curtiss proved nothing, except that hindsight has its advantages. And that is precisely what O'Dwyer and his associates will prove if and when Whitehead's reconstructed machine flies. No photograph, no matter how good, can reveal all the essentials about an airplane. The photos do not show No. 21's acetylene motor, for example.

Speaking of photographs, two of

them in Randolph's book purport to show Whitehead's experience in controlled flight in two of his gliders.

When the Connecticut Aeronautical Historical Association acquired the original negatives, however, Charles Gibbs-Smith tells us in his *A Directory and Nomenclature of the First Aeroplanes*, they found that both gliders were suspended by wires or ropes. The photographs had been retouched!

For his part, O'Dwyer maintains he is engaged in "the noble search for knowledge." We know, he says, what "door" the Wrights traveled through and where that has led us—to the modern aircraft of today. If he can "build a store of knowledge to find what door Whitehead went through," perhaps aeronautics will find itself traveling on an exciting new course.

Until such time as O'Dwyer passes through that door, we will have to make do with the likes of the Boeing 747. ■

## Direct Deposit Makes Sense

You've heard it all before, but it bears repeating: Direct Deposit of your paycheck can save you a lot of grief and the government a lot of money. Yet one out of three FAAs hasn't gotten the message.

At the very least, employees who receive their paychecks through the mails have to wait in line to cash or deposit them. What's worse is that the check may arrive late in the mail, particularly during a holiday season, or not at all because of loss or theft.

If your check doesn't arrive, the government will ask you to wait to confirm its loss before you file for a substitute check. You might have to wait two weeks for that period's pay. You may not have gotten stung yet, but why chance it?

The Department of the Treasury has a program called Direct Deposit or Electronic Funds Transfer—the latter term is more descriptive of the process. With this program, your pay is guaranteed to be on deposit to your checking or savings account in the financial institution

of your choice every payday. It can't go astray because no individual pieces of paper change hands. Your pay is merely a data transmission through the Federal Reserve System's computer, identified as to amount and account number.

As a result, interest is earned immediately on interest-bearing accounts without having to await your deposit.

Direct Deposit also helps the government to save money, a particularly important plus these days where a saving can be made without cutting programs. FAA's participation in the program already saves \$361,000 every year. Another \$100,000 could be trimmed from the deficit—nearly half a million dollars from FAA alone—if the remaining 32 percent of FAAs climb aboard the Direct Deposit bandwagon. By the way, how many of you still receive compensation or retired pay in the mailbox? Switch it to Direct Deposit!

Just get a Standard Form 1199A, available at your forms source, submit it to your servicing payroll office, and it's done. ■

The agency historian, Dr. Komons is author of the first volume on federal air regulation, *Bonfires to Beacons* and other published works and is a past contributor to *FAA World*.



Dulles airport manager Dexter Davis (left) discusses baggage-handling problems with Nicholas Slovak, eastern region managing director for PanAm World Airways.

#### Dulles *continued from page 1*

able improvement in ground transportation.

Unlike most airports where the access road is county or state owned, Dulles has an FAA-built limited-access highway from the airport to the Capital Beltway. It wasn't until 1983, however, that the projected Interstate 66 from the Blue Ridge Mountains to Washington was completed and an interchange with the access road could be built. This reduced the trip to a 25-30 minute run from the Potomac river and permitted the inauguration of a bus and limousine system with a hundred pickup points around the metropolitan area.

With the transportation network in place, what remained was FAA salesmanship of this increasingly attractive package.

"We had to market it to the airlines in creditable ways," says Wilding, "pointing out Dulles' airfield capacity potentials and that the area probably had changed appreciably since they last took a serious look at it."

"It was almost frightening sometimes to find that officials of major carriers as close as New York City had not looked at Dulles in 12 to 15 years," he continues. "When's the last time you looked at the numbers in Fairfax County? I would ask. 'Do you know that Fairfax County has more people living in it than the District of Columbia?' And the guy says, 'No. Are you sure

you're right?' I continue, 'Do you know that there's 28 million square feet of office space under construction in the Washington area and 20 million of it is in Fairfax County?' The guy says, 'It can't be right,' and I would hand him the numbers."

Along with the Washington Dulles Task Force—a consortium of businesses in northern Virginia—FAA really sold the changes at Dulles, Wilding says. The time was right for such marketing, too.

In the early days of deregulation, the airlines had adopted a hubbing strategy and sorted out their east-west routes with hubs in Chicago, Denver and Kansas City, for example. More recently, the airlines focused on north-south competition and established all of the east coast hubs. "Dulles was the big winner in that game by several orders of magnitude," Wilding says, grinning.

New York Air opened its hub in the summer of 1985 in a temporary wing extended from the base of the air traffic control tower. On the other side of the tower, in a similar extension, Republic, US Air and People Express set up a seven-gate concourse.

Presidential Airlines followed in November with the construction of a temporary \$8 million midfield hub ter-

minial at the site of the aircraft parking ramp and service area. United Airlines, which already had been a Dulles operator, has since spent \$12 million on its temporary midfield hub. And American Airlines is now building an expansion to the Presidential facility. Other airlines are in the talking stage.

"Even with the transfer of the airports from federal operation and floating the bond issues," Wilding explains, "the permanent facilities aren't going to be there and usable for four or five years. The temporary terminals were a way for the airlines to test the hubbing waters at Dulles with a limited investment. Although we weren't anxious to get involved with temporary facilities, we couldn't risk missing the opportunity for



Albeit temporary, New York Air's hold room is as comfortable as a living room.

growth. But the airlines know they have to turn their backs on these facilities in about five years."

Metropolitan Washington Airports' master plan calls for about \$700 million in improvements to the airports, \$420 million of which would change the face of Dulles—but not Eero Saarinen's masterpiece terminal and tower design. Although the ultimate plan calls for enlarging the main terminal building in a continuation of the same design, Wilding says emphatically, "We are going to keep that building every bit as electric as it is today. Everybody in this organization wants its preservation as a dynamite building!"

The master plan also calls for the construction of six midfield terminals to be serviced by a subway, the addition of a parallel crosswind runway, the purchase of a 900-acre tract for a parallel north-south fifth runway, larger baggage areas in the main terminal and improved parking.

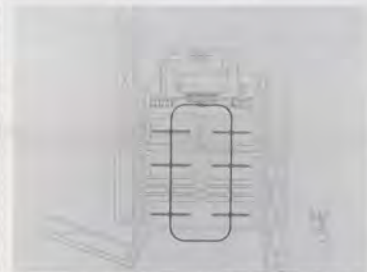


traffic across taxiways both delaying and hazardous.

The rationale for the mobile lounges was Dulles' unique design of separating airside operations from the terminal. Other airports have since made the functional split differently, providing buildings on both sides of the split, usually with a train system connecting them. The split accommodated the large number of gates needed and the parking space needed by a very large aircraft.

With hubbing, points out Wilding, as few as six planes coming together, for

New York Air's temporary terminal stretches out from the base of the Dulles tower.



The master plan for Dulles ultimately calls for six midfield terminals connected by a subway from the main terminal (shaded at top). The present midfield terminal is between the top pair and second pair.



Under the plan, a fourth runway will be placed parallel to the crosswind runway at the bottom left. The gray patch represents a parcel of land the airport authority would buy to permit construction of a fifth.

In addition to the terminal extension and the addition of a fourth runway, the initial phase will involve building the first two midfield terminals in the grass between the tower and the present temporary midfields and a U-shaped segment of the subway.

Each of the midfield terminals will be 1,560 feet long and have 24 gates. Passengers will leave the trains and come up into a lobby area in the middle of the terminals, so no one will have to walk more than 800 feet to a gate. All the ticketing, luggage and security services will have been accomplished back at the main terminal.

At these midfields, there will only be waiting rooms, restrooms and amenities like food service. One amenity now being provided at the Presidential Airlines midfield terminal is a suite of meeting rooms, particularly useful for businessmen awaiting connecting flights.

What will ultimately disappear from Dulles are the mobile lounges.

For the traffic volume originally envisioned by its builders, the mobile lounge was intended to batch passengers by flight and provide them with a combination comfortable waiting room and transport to the aircraft. The volume of passengers long ago made the second-generation lounges—the Plane Mates—less comfortable as waiting rooms and more utilitarian as buses. The large gate configurations and increasing numbers of flights have made such vehicular

example, will produce 30-35 different combinations of destination. "Dulles simply was never designed with any major degree of connecting flights in mind, and it is a weakness of the mobile lounge system."

What won't disappear from Dulles or Washington National Airport, are the employees of Metropolitan Washington Airports. Under the regional authority to be set up sometime this year, all employees may retain their present jobs. For those who choose to go with the new authority, salaries and benefits are guaranteed for at least five years. However, they will remain in the Civil Service Retirement Program as long as they work for the authority.

The tower, of course, is not affected by the changeover, since it is under the Eastern Region. But symptomatic of the growth at Dulles is the fact that the control tower has been upgraded from a Level III to a Level IV facility.

Can Level V be far off? ■

## Q & A

Unused sick leave is credited toward length of service in computing a retirement annuity, but it is credited in whole months only. Exactly how many hours of sick leave are required for credit of a month? I have been told "about" 22 days (176 hours), as well as 21,777 days and 22,333 days and that changing the hours in each year to 2,087 affects the computation. What is the answer?

Each eight hours of unused sick leave equals one day, of course. Days are converted to months and years on a 2,080-hour or 260-day work year basis. Changing the work year to 2,087 hours hasn't affected the computation:  $2,080 \div 8 = 260$  days  $\div 12$  months = 21.6 days. 2,087 hours yields 21.7 days. On either basis, the number is rounded to 22 days for one month.

Remember that to determine the length of service for annuity computation, all periods of creditable service to the day and the total of unused sick leave to the day are added first, then any fractional part of a month in the total is eliminated.

At our VFR tower, we've been told to discontinue using the phrases "at pilot's discretion" or "at your discretion," except in conjunction with instructions on the descent or climb of an IFR aircraft. It had been common for us to issue instructions in the pattern, like "turn base at your discretion" or "start crosswind at your discretion" when traffic or other conditions were not factors.

Handbook 7110.65D, Appendix A, says "When used in conjunction with altitude assignments..." Notice it says "when used in conjunction with" therefore, it does not limit its use to that circumstance. Nowhere in that handbook or any order or directive we can find does it restrict pilot discretion phrases to altitude assignment.

The use of the pilot's discretion phrase shown in the Pilot/Controller Glossary and in paragraph 4-45 of the handbook does not restrict the use of the phrase only to altitude information. As with many air traffic procedures, however, misuse or overuse of a phrase like this one can be detrimental, which may have been the reason for issuing the restriction. If overuse or misapplication of the pilot's discretion phrase has become a problem, a facility directive should stipulate when, where and how to apply it procedurally and should include examples.

## History Repeats an Idea



Students playing the role of tower controllers look down on a simulation of the Will Rogers World Airport perhaps half a mile away, as "invisible pilots" (other students) move aircraft and ground vehicles, all in an FAA Academy laboratory.



A similar home-made airport and tower representing the Oklahoma City airport was in use at the Academy in 1950. The student at left guides an aircraft in for a landing on the tip of his finger, according to controller instructions.

It was a good idea, so it was thought of a second time.

FAA Academy instructors felt the need to give students hands-on experience in tower control through simulation before they face the real thing, as well as to ease the training burden for field personnel.

Realizing that to purchase a simulator through the normal budgeting and procurement process would take too long, a dozen instructors aided by nine employees from the FAA Depot scrounged

material to build a simulated tower cab and airport layout within an Academy laboratory. Necessary parts and equipment that couldn't be found as surplus around the agency were fabricated or purchased.

There aren't too many FAAers around to remember that the same concept was in use at the Academy at least 36 years ago or to remember why an updated version wasn't still there.

What the current generation built was a cab with a communications network

fed out to a table that simulated an airport surface. The "airport" was complete with runways, a terminal and other buildings, model airplanes, fuel trucks and other vehicles, plus operating runway, taxiway, centerline, threshold and hazard lights. The instructors also developed a computer program that emulates a flight data entry printout (FDEP) machine for generating flight progress strips.

The employees' efforts resulted in the commissioning last summer of a mock-

up they estimated would have cost about \$325,000 on contract. The overall cost, including their labor, however, was \$17,000, and the actual cash outlay was less than \$2,000.

Trainees using the lab give instructions in the cab, which are carried out by other students who act as pilots at the table, moving the planes and vehicles.

These students spend an average of three weeks in this simulation lab. It's time and money well spent. ■

### Feeling Fit continues from page 1

Sit-ups done on a slant board are too advanced for most people. Also, since the feet are hooked under the bar of the board, the leg and hip muscles end up doing most of the work. What is and isn't advisable often depends on your current physical condition.

The safest, most-effective way to do a sit-up starts with lying on your back on the floor with your knees bent and feet on the floor. Then, contract your abdominal muscles and press your lower back into the floor, which will cause the upper body to rise. To get the full effect, it is only necessary to come up to a 30- or 45-degree angle. To prevent arching the back, make sure the lower back is pressed firmly into the floor.

This sit-up works all the abdominal muscles as a group. The oblique muscles can be worked by alternate curling

of one shoulder toward the opposite bent knee, but discontinue this if you feel any lower back discomfort.

The safest arm position is crossed behind the head with the hands on opposite shoulders. This technique allows the arms to support the head. The traditional placing of the hands behind the head or neck puts pressure there or tends to jerk the neck, possibly causing injury. Having the hands on the head or neck also tends to work the arms rather than the abdomen.

Beginners should start with three sets of five sit-ups, with a rest between sets, three times a week. Gradually work up to three sets of 10 repetitions.

Doing exercises the right way means gain without pain.

This material was prepared by the Southwest Region Health Promotions Program Committee.

### Des Moines Captures FSDO Award



The Des Moines, Iowa, Flight Standards District Office was selected for the National Flight Standards Field Office Award. At the FSDO following the awards banquet last fall are (l-r) James O. Robinson, manager of Central Region's Flight Standards Div.; FSDO manager Bernie Lockert; William R. Hendricks, Deputy Associate Administrator for Aviation Standards, who made the presentation; and John S. Kern, director of Flight Standards.

## Hijacking Is Mother of Invention

By Fred Farrar

Imagine yourself relaxing after cocktails and dinner on a transcontinental jet somewhere high over Middle America, when a passenger in the next row suddenly jumps from his seat, brandishing a package he claims is a bomb, and announces that he is hijacking the airplane and everyone in it.

What do you do? Well, if you're smart, you don't do anything. But as you're glued to your seat wondering if you have a serious terrorist or a certifiable nut case on your hands, you're probably wishing there were some fool-proof way of safely separating this guy from his alleged bomb and bringing this situation to a speedy conclusion.

One of most popular scenarios among people who think about this sort of thing in their spare time is for the flight crew to push a secret button at this juncture, releasing a colorless and odorless—and, thus, undetectable—gas into the cabin that quickly renders everyone unconscious, hijacker and passengers alike. The only exceptions are the pilot and co-pilot who have donned their oxygen masks prior to hitting the gas button. As a result, they are able to land the airplane at the nearest suitable airport so the hijacker can be introduced by local law-enforcement officers to the American criminal justice system.

The knockout gas idea is only one of many suggestions for dealing with hijackers that FAA's Office of Civil Aviation Security regularly receives from well-meaning members of the general public. Most of these suggestions seem logical and plausible on their face, but after a technical review invariably turn out to be unworkable or present more of a threat to the passengers' health and safety than the hijackers themselves.

Still FAA security official Donnie Blazer says his staff takes nothing for granted. "We consider them all and each is reviewed. But, up to now, they have all involved ideas that we have considered previously and found wanting.

"I don't say this to belittle the suggestions or to discourage people from sending them in," he continued. "It's just that we work full time seeking better ways to prevent or foil hijackings, and there's just not much that we haven't thought of before."

According to Blazer, who is manager



Donnie Blazer, manager of the Domestic Civil Aviation Security Division in Washington headquarters, says attention-getting headlines on hijackings stimulate the public to devise means of thwarting them.

Photo by Lance Stewart

of the office's Domestic Civil Aviation Security Division, these suggestions follow four main themes, of which the knockout gas is the big winner.

But Blazer says the problem with this particular idea is that any gas that can render people unconscious is a form of poison. Although it might be harmless to young and healthy passengers, for example, he notes that it could seriously affect elderly passengers with respiratory problems and perhaps even prove fatal.

Moreover, Blazer says, there would

always be the potential for accidental discharge of the gas in flight, putting everyone to sleep, pilots included. That's a scenario for disaster.

In addition, no such non-lethal gas acts immediately. Thus the hijacker is likely to realize what is happening and

The assistant manager of the Public & Employee Communications Division, Mr. Farrar is a former Washington correspondent for the Chicago Tribune.

set off the bomb or start shooting if he is using a gun.

"There are safer ways to handle a hijacking," Blazer says.

The other three popular public solutions to the hijacking problem involve variations of the following themes:

- Remote controlled weapons that could be used to neutralize the hijacker.
- Sealing off the cockpit to prevent the hijacker from communicating his demands to the pilots and, thus, allowing them to continue flight unaware of the demands.

- Some sort of autopilot system that could take over the airplane on command and fly it directly to its destination without being overridden or disengaged by either the hijacker or flight crew.

Blazer says the major problem with the remote-controlled weapon is that passengers might be likely to take a hit and the hijacker not. Also, the hijacker almost certainly would seek to disable any remotely monitored television camera used in conjunction with the weapon before making his move.

On the second point, Blazer notes that cutting off communications with the cockpit during a hijacking would block the flight crew from using its best judgment as to whether to accede to the hijacker's demands or not, the safety of the aircraft and all aboard being paramount.

Finally, the autopilot scenario is not technologically feasible. Even if it were, the fact that it could not be overridden for navigating or weather avoidance, once engaged, could easily pose a greater danger than a payload of hijackers.

As a result, the FAA has not implemented any of the public's suggestions to date.

"Just because we haven't received one yet that we can use doesn't mean we never will," Blazer says. "We expect to continue getting those letters, and all of them will get a fair hearing. We don't have a monopoly on good ideas here at FAA." ■

# People

## Aeronautical Center

- **William R. Allen**, unit supervisor, Air Carrier Operations Section, Aviation Standards Branch, FAA Academy, from the Los Angeles Flight Standards District Office
- **Thomas E. Krause**, supervisor, Flight Inspection Section, Frankfurt, Germany, Flight Inspection Field Office
- **John D. Pearsall, Jr.**, manager, Oklahoma City Flight Inspection Field Office
- **Richard R. Rainey**, group supervisor, Flight Inspection Section, Oklahoma City FISO, promotion made permanent
- **Donald M. Stokes**, group supervisor, Flight Inspection Section, Atlanta, Ga., FISO, from the Battle Creek, Mich., FISO
- **Jimmie E. Williams**, unit supervisor, Inventory Control & Transportation Branch, FAA Depot

## Alaskan Region

- **William E. Carson**, unit supervisor, South Alaska-Anchorage Airway Facilities Sector in Cold Bay, from the Airway Facilities Division
- **Quentin J. Gates**, manager, Anchorage ARTCC, from the Central Region Air Traffic Division

## Central Region

- **Victor F. Eickelberg**, area supervisor, St. Louis Automated Flight Service Station, from the St. Louis FSS
- **Charles P. Gray**, area supervisor, St. Louis AFSS, from the St. Louis FSS
- **Dorvin D. Hagen**, unit supervisor, Des Moines, Iowa, Flight Standards District Office, from the Albuquerque, N.M., FSDO
- **Madelyn Jamerson**, area supervisor, St. Louis AFSS, from the St. Louis FSS
- **John J. Lyness**, manager, Manufacturing Inspection Branch, Atlanta, Ga., Aircraft Certification Office, from the Atlanta Manufacturing Inspection District Office
- **Carl D. Mittelhauser**, area supervisor, St. Louis AFSS, from the St. Louis FSS
- **Gwyndolyn L. Pearson**, supervisor, Contracts and Payables Section, Accounting and Disbursing Branch, Accounting Division
- **James R. Reeves**, manager, Atlanta Manufacturing Inspection District Office, Central Region Aircraft Certification Division, from the Atlanta ACO
- **Marshall D. Wolfe**, area supervisor, Kansas City ARTCC

## Eastern Region

- **Glenn A. Bales**, manager, Airspace and Planning Branch, Air Traffic Div.
- **Charlie N. Dudley**, assistant manager for

training, Baltimore-Washington International Airport Tower.

- **Richard J. Marakovits**, assistant division manager for Research & Planning, Air Traffic Division
- **Howard R. McGlauffin**, assistant division manager for Operations, Air Traffic Division
- **William E. McNeil**, manager, Mercer County Airport Tower, Trenton, N.J., from the Air Traffic Division
- **Walter J. Meyer**, unit supervisor, New York Civil Aviation Security Field Office, promotion made permanent
- **Eugene S. Quinn**, manager, West Branch, Air Traffic Division—Operations
- **Glen B. Szymanski**, area supervisor, Teterboro, N.J., Airport Tower, from the Newark, N.J., Tower

## Great Lakes Region

- **Claudia M. Brumbaugh**, manager, St. Paul, Minn., Downtown Airport Tower, from the Air Traffic Division
- **William H. Carpenter**, assistant manager for automation, Cleveland ARTCC
- **Jack B. Fillmore**, area supervisor, Cleveland ARTCC
- **Henry D. French**, manager, Facility Administration & Support Branch, Air Traffic Division, from the Chicago ARTCC
- **Nicholas Guglielmi**, assistant manager for training, Chicago ARTCC
- **James L. Hevstone**, assistant manager, Cleveland ARTCC
- **Charles E. High**, area supervisor, Lansing, Mich., Automated Flight Service Station, from the Detroit, Mich., FSS
- **Robert S. Monell**, area supervisor, Madison, Wis., Tower, from the Memphis, Tenn., ARTCC
- **Ronald E. Noe**, area supervisor, Sioux Falls, S.D., Tower, from the Forbes Air Force Base Tower, Topeka, Kan.

- **Gerald D. Probst**, assistant manager for automation, Chicago ARTCC
- **Peter H. Salmon**, deputy manager, Air Traffic Division
- **Robert N. Stevens**, assistant manager, Indianapolis, Ind., ARTCC
- **Robert J. Thorpe**, unit supervisor, Springfield, Ill., General Aviation District Office, promotion made permanent
- **George D. Williams**, area manager, Chicago ARTCC, from the headquarters Air Traffic Plans & Requirements Service

## New England Region

- **David H. Brown**, area supervisor, Logan Tower, Boston, from the Cleveland-Hopkins Tower
- **Terrence J. Devaney**, assistant manager, quality assurance, Boston ARTCC
- **Raymond W. German**, assistant manager, Boston ARTCC
- **Walter J. Macomber**, supervisor, Technical Inspection Section, Facilities Operation Branch, Airway Facilities Div.
- **Myron K. Smith**, area supervisor, Boston ARTCC, from the headquarters Air Traffic Operations Service

## Northwest Mountain Region

- **Tommy E. Barclay**, assistant manager, programs, Portland, Ore., Tower
- **Paul H. Bellemore**, assistant manager for automation, Seattle, Wash., ARTCC
- **Harlow F. Brown**, unit supervisor, Grand Junction, Colo., Airway Facilities Sector Field Office, Denver AF Sector
- **Larry G. Coffield**, manager, Lakeside, Mont., AF Sector Field Office, Billings, Mont., AF Sector, from the Denver AF Sector
- **Tommy W. Worder**, area supervisor, Boeing Field Tower, Seattle, from the Klamath Falls, Ore., Tower
- **Gene L. Dunham**, unit supervisor, Seattle Flight Standards District Office, from the Los Angeles FSDO
- **Kenneth J. Erdman**, chief, Flight Test Branch, Los Angeles Aircraft Certification Office

- **Demis L. Ferguson**, assistant manager, traffic management, Seattle ARTCC
- **Joseph C. Foster**, supervisor, System Management Section, Airspace and System Management Branch, Air Traffic Division
- **Richard Henderson**, unit supervisor, Portland FSDO
- **Garold M. Hurley**, manager, Salt Lake City, Utah, ARTCC Airway Facilities Sector, promotion made permanent
- **Charles T. Parks**, assistant manager, plans and programs, McMinnville, Ore., Automated Flight Service Station, from the Portland FSS
- **Celia Partridge**, area supervisor, Salt Lake City ARTCC

- **John B. Paulson**, manager, Portland FSDO, from the Flight Standards Div.

## Southern Region

- **Walter D. Carter**, supervisor, Design Unit, Navids Section, Environmental Estab-

lishment Engineering Branch, Airway Facilities Division

- **Frank C. Cheskey**, area supervisor, West Palm Beach, Fla., Tower, from the West Columbia, S.C., Tower
- **Charles D. Connally**, unit supervisor, San Juan, Puerto Rico; AF Sector Field Office, San Juan AF Sector, promotion made permanent
- **S. Dale Hardde**, supervisor, Installation Unit, Navids Section, Electronic Establishment Engineering Branch, AF Div.
- **James S. Harris**, assistant manager, San Juan AF Sector, promotion made permanent
- **Gerald D. Jenkins**, manager, Maiden, N.C., AF Sector Field Office, Charlotte, N.C., AF Sector, promotion made permanent

- **Michael T. Jones**, area supervisor, Tamiaki Airport Tower, Miami, Fla.
- **Kenneth S. Lowery**, manager, Anderson, S.C., Automated Flight Service Station, from the Greer, S.C., FSS
- **Robert J. Morgan, Jr.**, manager, Birmingham, Ala., AF Sector Field Office, Montgomery, Ala., AF Sector, from the Airway Facilities Division
- **Aubrey L. Rhuie**, manager, Ammonit, Ala., AFSS, from the Valdosta, Ga., FSS
- **Roy A. Robison**, area supervisor, Greensboro, N.C., Tower, from the Los Angeles TRACON

## Anniversary Eye-Catcher



A three-sided, three dimensional exhibit commemorating the fiftieth anniversary of federal air traffic control was installed in the Portland (Ore.) International Airport terminal early last fall. A joint effort of the tower and the Port of Portland, the display includes a short ATC history with photos and aircraft models and information on FAA functions around Portland, with a sectional chart as a backdrop.

- **Robert H. Sauersteig, Jr.**, supervisor, Design Unit, ARTCC/FSS Section, Environmental Establishment Engineering Branch, AF Division

## Southwest Region

- **Ronald E. Choate**, area supervisor, Fort Worth, Texas, ARTCC
- **Stephen F. Goertz**, assistant manager, airspace and procedures, Houston, Texas, ARTCC
- **Ruben Gonzalez**, unit supervisor, Albuquerque, N.M., Flight Standards District Office, from the Flight Standards Division
- **Robert E. Hazlett**, manager, Dallas, Texas, FSDO, from the San Antonio, Texas, FSDO
- **Robert G. Krall**, maintenance mechanic foreman, Albuquerque Airway Facilities Sector

- **James M. McCain**, assistant manager for program support, Albuquerque ARTCC AF Sector
- **Peter F. Molony**, area supervisor, Tulsa, Okla., Tower

- **Kenneth E. Moore**, manager, Midland, Texas, Flight Service Station, from the De Ridder, La., Automated FSS
- **Cesar Ramirez**, manager, Clinton-Sherman Tower, Burns Flat, Okla., from the Austin, Texas, Tower
- **Betty D. Samuel**, supervisor, Purchasing Section, Procurement Branch, Logistics Division

- **Michael R. Thompson**, manager, Operations Branch, Air Traffic Division, from the Shreveport, La., Tower
- **Harley L. Tucker**, unit supervisor, Albuquerque ARTCC AF Sector, promotion made permanent

## Technical Center

- **John M. Broderick**, supervisor, Terminal Requirements Section, National Terminal Field Support/Maintenance Branch, Automation Software Division

## Retirees

- Holt, Jo Ellen—AC
- Irvine, Raymond H.—AC
- Simpson, Joe F.—AC
- Anderson, Vern L.—CE
- Bechtel, Freida M.—CE
- Hays, Bertan G.—CE
- Leslie, Jimmie June—CE
- Maple, Charles J.—CE
- Sarril, John W.—CE
- Fahy, John J., Jr.—CT
- Seyler, Edward C.—CT
- Byrne, John M., Jr.—EA
- Eadic, Amos H.—EA
- Kelly, Charles R., Jr.—EA
- Lane, Robert K.—EA
- Ruggieri, John S.—EA
- Wright, Emmet N.—EA
- Yatko, Joseph, Jr.—EA

## NBAA Honors Air Traffic Personnel



Preston S. Parish (left), chairman of the board of the National Business Aircraft Assn., last fall presented the organization's annual Award for Meritorious Service to Aviation to FAA Administrator Donald D. Engen and Lee Ward (right), one of the original federal air traffic controllers, on behalf of the controllers, technicians and other support personnel who have operated the system so efficiently for the past 50 years.

- **Edward P. Buckley**, manager, Operations Research & Analysis Branch, Systems Div.

- **Arthur Holmes II**, supervisor, Systems Engineering Section, Hardware Engineering Branch, Technical Facilities Division, promotion made permanent
- **Joseph S. Kowalewski, Jr.**, supervisor, New York TRACON Section, National Terminal Field Support/Maintenance Branch
- **Eugene S. Leper**, supervisor, Terminal Support Systems Section, National Terminal Field Support/Maintenance Branch

- **Joseph F. Loefflad**, supervisor, ARTS IIIA Section, National Terminal Field Support/Maintenance Branch
- **Cortez N. Martin**, supervisor, EARTS Section, National Terminal Field Support/Maintenance Branch

- **John E. Reed**, manager, Flight Safety Research Branch, Aircraft & Airport Technology Division
- **Vincent J. Zuppano**, supervisor, ARTS IIA Section, National Terminal Field Support/Maintenance Branch

## Washington Headquarters

- **Rodman D. Bourne**, manager, ACF Implementation Branch, System Plans & Programs Division, Air Traffic Plans & Requirements Service
- **John P. Cuppiss**, manager, Flight Service Station & Weather Branch, System Plans & Programs Div.
- **Tommy L. Dome**, chief, Civil Aviation Security Staff, Europe, Africa & Middle East Office

- **Carolyn N. Edwards**, manager, Operations Research Branch, Safety Analysis Division, Office of Aviation Safety
- **John P. Ryan**, manager, Internal Security Branch, Investigations & Security Division, Office of Civil Aviation Security

- **August M. Schuette**, manager, Terminal & Enroute Branch, System Plans & Programs Div., Air Traffic Plans & Requirements Service

## Western-Pacific Region

- **Anthony A. Beals**, manager, San Francisco Airway Facilities Sector Field Office, from the Golden Gate AF Sector
- **Douglas L. Booth**, supervisor, Nav/

Comm/Data Section, Establishment Engineering Branch, AF Division

- **Richard B. Browder**, manager, Honolulu-Hawaii, AF Sector, from the AF Div.
- **Lawrence G. Downs**, assistant manager, airspace and procedures, Honolulu ARTCC
- **George P. Geringer**, area supervisor, San Diego, Calif., Automated FSS
- **Albert E. Jay**, assistant manager for training, Honolulu ARTCC
- **Robert L. Kingery**, assistant manager, San Diego AFSS

- **James L. Neul**, supervisor, Environmental Support Unit, Maintenance Operations Branch, AF Division
- **Robert M. Reeder**, area supervisor, San Diego AFSS

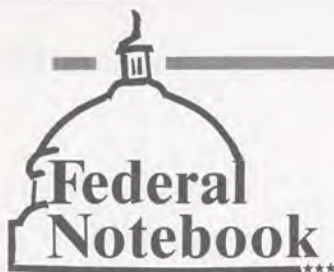
- **Ronald A. Riberal**, manager, Finegayan, Guam, AF Sector Field Office, from the Red Bluff, Calif., AFSFO

- **Thomas A. Smith**, crew chief, CSIF Program Section, Establishment Engineering Branch, AF Division
- **James S. Snavely**, area manager, Edwards Air Force Base RAPCON, from the Bakersfield, Calif., Tower
- **Erwin F. Stanicek**, manager, San Diego AFSS

- **Elizabeth J. Turner**, area supervisor, San Diego AFSS
- **Henry Willis**, unit supervisor, CSIF Program Section, Establishment Engineering Branch, AF Division, from the Oakland ARTCC/AF Sector

The information in this feature is extracted from the Personnel Management Information System (PMIS) computer. Space permitting, all actions of a change of position and/or facility as the first supervisory level and branch managers in offices are published. Other changes cannot be accommodated because there are thousands each month.

- Sellers, Joseph L.—SO
- Sizemore, George F.—SO
- Steen, Ronald M.—SO
- Supplee, Robert D.—SO
- Duff, Geraldine M.—SW
- Bassal, Leonard L.—SW
- Leibman, Walter A.—SW
- Lindbury, William C.—SW
- Lompan, Chester L.—WA
- Wright, Maurice E.—WA
- Baldwin, Robert H.—WP
- Carey, Sam G., Jr.—WP
- Duff, Charles T.—WP
- Herald, James M.—WP
- Daniels, George W.—WP
- Farley, Donald G.—WP
- French, Raymond L.—WP
- McHugh, Alfred E.—WP
- Mizoguchi, Satsuki—WP
- Schuelke, Charles W.—WP



#### NEW RETIREMENT HAS A PLUS FOR SOME

Under the older Civil Service Retirement System, the maximum annuity possible is 80 percent of the high-three years average salary. The new Federal Employees Retirement System (FERS) removes that cap for employees who want to work more than 42 years.

The FERS Technical Corrections Act permits employees eligible for a deferred retirement not to pay a penalty if under age 62, ensures that widows and widowers of deceased employees can keep their federal health benefits and that the service of a military retiree who dies while in civil service will be credited to the survivor's annuity.

#### GSA HAS A HEART

The General Services Administration's crackdown on personal telephone use will not apply to calls home, to doctors or to bank-by-phone services or to long-distance calls home by employees on official travel.

#### TRAVEL JUSTICE FOR EMPLOYEES

Rep. Stan Parris (R-Va) has asked GSA to revise its travel regulations so that employees will be fully reimbursed for expenses on the first and last days of official travel, instead of receiving only the half per diem now allowed.

#### GSA SEEKS COMFY OFFICES

The GSA has proposed that winter thermostats be raised from 68 to 70 degrees and summer settings be dropped from 80 to 78 degrees.

#### FAIR REPRESENTATION A RIGHT

A federal employee has the right to sue a union for breach of the duty of fair representation, as a worker has in the private sector, ruled the U.S. Court of Appeals for the Tenth Circuit. The case involved a union's failure to file an appeal to the Merit Systems Protection Board until after the deadline for one had passed.

#### YOUR NAME'S NOT PRIVILEGED

The Federal Labor Relations Authority has ruled that employee names and addresses are exempt from Privacy Act restrictions and that agencies must provide unions with the names and addresses of bargaining-unit employees on demand.

#### YOU'VE GOT TO KNOW THE RULES

The FLRA has ruled that a federal employee is not barred from grieving an adverse action simply because he or she consulted with an equal employment opportunity counselor. Instead, the choice is made between the negotiated appeals grievance procedure and the EEO appeals procedure when a formal grievance or written complaint is filed.

On the other hand, if arbitration is the exclusive channel for settling employee disputes under a labor-management contract, then it's just that and review by the United States Claims Court is ruled out.

#### BONUS ON BONUSES

Merit pay is lookin' good. The Office of Personnel Management has set aside more money for the bonuses that supervisors and managers in grades GM-13 to 15 are entitled to share in. The bonuses could go as high as 10 percent of annual salary, but most government agencies tend to approve much less. At the outset of merit pay, agencies were instructed to set aside .75 percent of their supervisory pay to fund the bonuses. Now, the figure has been upped from .85 to .95 percent.

#### REPRODUCTION NOT MANDATORY

The U.S. Court of Appeals for the District of Columbia has affirmed a Federal Labor Relations Authority ruling that agencies cannot be compelled to fill job vacancies with employees who were demoted through no fault of their own. The Department of Commerce had refused to negotiate with the American Federation of Government Employees for a requirement to select repromotion eligibles. The court said an agency might elect to do so, but could not be compelled to.

#### STICKY FINGERS ELIMINATED

The Budget Reconciliation Act (PL99-509) set limits on how the Civil Service Retirement Fund may be tapped to meet budget emergencies and states that the fund must be reimbursed for any earnings lost by such actions. The law also exempts Civil Service cost-of-living adjustments from any automatic cuts under the Gramm-Rudman-Hollings act.

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