



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

special Intercom

A graphic logo for the IMPACT '88 program, featuring a stylized arrow pointing right with the text "IMPACT '88" inside and "FAA" below it.

IMPACT 88 Under Way

By now, most FAAers have heard of IMPACT 88, but may not be aware of its objectives. The program was outlined initially by FAA Administrator Allan McArtor at his formal swearing-in ceremony on July 27, and expanded upon at subsequent public forums and meetings with agency employees.



As the name indicates, IMPACT 88 is designed to yield positive payoffs during the current fiscal year that not only will enhance aviation safety and security but also serve to restore public confidence in our air transportation system. As the Administrator has stated, "We must take immediate measures to demonstrate progress to a doubting public."

Specifically, IMPACT 88 will focus on:

- AIRCREW PERFORMANCE
- AIRLINE ACCOUNTABILITY
- AIRPORT DEVELOPMENT
- AIRSPACE CAPACITY
- ADVANCED TECHNOLOGY
- AVIATION AWARENESS
- AIR TRANSPORTATION SECURITY
- AGENCY EFFECTIVENESS

TO MAKE IT EASY TO REMEMBER, THE INITIATIVES CAN BE SUMMED UP AS "EIGHT FOR 88"

Despite IMPACT 88's emphasis on early payoffs, it should not be viewed strictly as a short-term, quick-fix program. Rather, it represents short to long range efforts that will carry over into succeeding Administrations. McArtor told FAA WORLD recently, "I want to leave a legacy of continued modernization that any future Administrator can pick up and adopt with pride."

Details of IMPACT 88 still are evolving and will continue to do so in the months ahead. The major objectives of the program follow.

1. AIRCREW PERFORMANCE

As one of his first actions, the Administrator met with the chief of pilots of the scheduled car-



riers in Kansas City to begin the discussion on crew coordination and professionalism. As a result, the FAA and industry have formed a joint task force to look at both human factors and crew training and the relationship between the two.

Through emphasis on human factors research, we will expedite efforts already underway to assess the impact on crew performance of recent changes in cockpit automation, standardization and environment. The FAA/Industry task force will identify and showcase existing cockpit resource management programs to heighten pilot awareness and increase professionalism.



In the training area, the agency and industry will also conduct a top-to-bottom review of pilot training programs and regulations. The goal is to produce recommendations to improve pilot and cockpit training programs and also update the rules. This will be the first major revision since the introduction of turbojet aircraft. FAA also will pursue rulemaking to require windshear training, the carriage of airborne windshear equipment, as well as training and carriage of the Traffic Alert and Collision Avoidance System (TCAS II).

2. AIRLINE ACCOUNTABILITY

The primary purpose of this initiative is to elevate safety and service awareness in the corporate boardroom. In his speech before the Aero Club McArtor said, "I'm not saying that our airline executives are not mindful of their service obligations. I'm asking them to prove they are. Show us that the same care and accountability which go into company financial statements extend to the aircraft maintenance and operation programs."

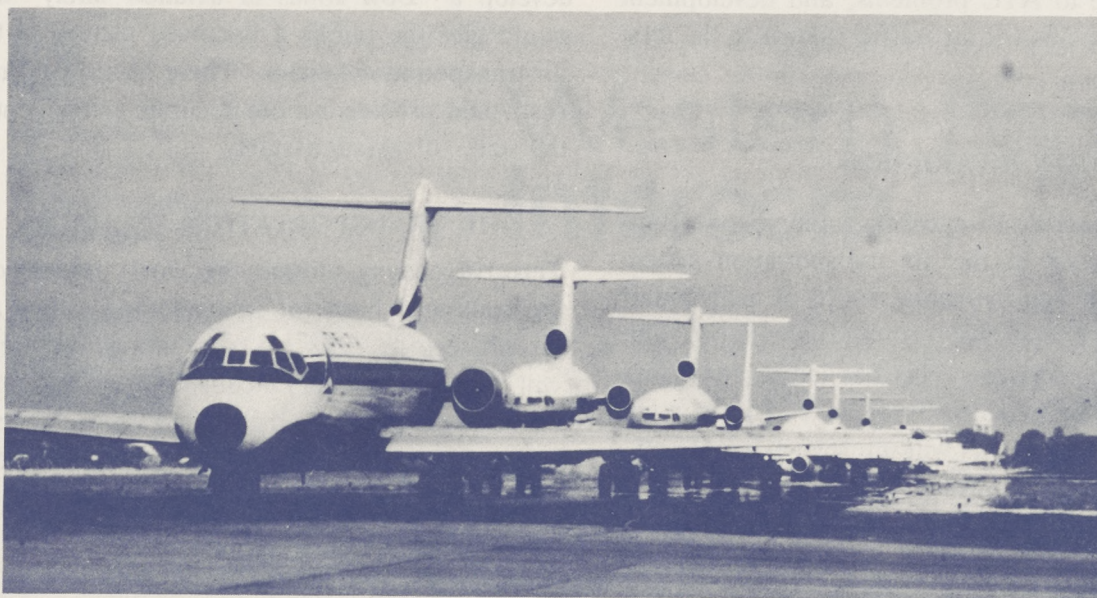
As a first step, the agency will develop a "how to" self-inspection manual to assist airlines in identifying and correcting problems. Procedures for sharing information must also be developed with the goal of making the reporting of problems and solutions an incentive for the industry. This shared information could be very useful to the traveling public and to the agency for safety analyses.

3. AIRPORT DEVELOPMENT

FAA will take a national system approach to airport development by providing federal leadership and technical assistance to spur construction of new airports and modernization and expansion of existing facilities.

The Administrator has established an executive level action team which met on September 28 to begin developing a national plan for building new airports and expanding and modernizing existing ones.

The team will incorporate into the final plan studies already underway within the agency, including recommendations on aircraft noise and airport capacity.



In addition, FAA plans to provide direct technical assistance to state and local airport planners and develop a computer model of traffic demand that projects aircraft flow patterns for the entire airport/airspace system.

4. AIRSPACE CAPACITY

The focus of this initiative is to enhance national airspace system technology, to investigate the need for regulatory action and to expand information on system limitations.

The areas for possible regulatory actions include the need for additional positive control airspace, terminal control areas and Mode C transponder requirements. We also will pursue the second phase of the Expanded East Coast Plan and develop similar plans for the West Coast and Midwest. Technology initiatives include implementation of Aircraft Situation Displays, Mode C "Intruder" software in the enroute centers and enhanced terminal conflict alert software at selected TRACONS.



Ruben Licon

Photo by S. Michael McKean

5. ADVANCED TECHNOLOGY

Work in this area will focus on airborne—and ground—based enhancements, as well as development of new concepts. Efforts include accelerated development of the more sophisticated Traffic Alert and Collision Avoidance System (TCAS III), test and evaluation of Automatic Dependent Surveillance (ADS) satellite technology, and development of ATC applications of Mode S data link.

Longer range projects include global positioning system integration, creation of a capability within the agency to apply expert systems and artificial

intelligence to ATC problems, and development of agency plans for air traffic control in the 21st century.

6. AVIATION AWARENESS

In spite of aviation's excellent safety record, public confidence in the air transportation system has been shaken by media reports of near midair collisions, operational errors, flight delays and poor airline service. This has led to conjecture about "declining safety margins." To recapture the public trust, FAA will improve external communications, will elevate public understanding of FAA and its mission, and publicize on-going programs which improve safety, security and service.



A key element in this initiative is a public affairs and aviation education strategy focused on shaping positive aviation awareness to the public and the media. FAA needs to take its campaign to the people—to schools, talk shows, civic centers—and explain why American aviation is central to this country's global competitiveness.

Equally important, the Administrator wants to

develop a "Dow Jones of aviation safety" that would give the public a balanced picture of the air transportation system. These new safety indices would provide a more accurate assessment of the state of aviation safety.

7. AIR TRANSPORTATION SECURITY

Terrorist activity around the world underscores the continued need for strengthening airline and airport security. Among other things, the agency will pursue regulatory action to require foreign airlines operating into the United States to submit security plans. We are also working to improve the preboard passenger screening system through the development of incentive programs and recognition for screeners; new technology for increased detection rates; and improved procedures for controlling access to sterile areas. Other initiatives involve hosting an International Aviation Security Conference in October 1988 and establishing a Civil Aviation Security National Inspection Plan for airports.

8. AGENCY EFFECTIVENESS

The program endorses greater FAA autonomy in such areas as procurement, executive personnel development and selections and rulemaking. With greater FAA autonomy will come greater accountability on the part of agency managers to achieve the agency's goals and objectives. Among the human resource initiatives, FAA will continue to press for hiring additional controllers to keep pace with projected traffic growth. We are also looking to expedite and improve the recruitment and hiring process, and are undertaking a top-to-bottom review of training.

The success of IMPACT 88 depends on us as the agents of change in the system. In his July 27 speech, McArtor said, "I have great confidence that the people of the FAA will respond to the challenges of the coming year to improve air transportation for the American public."

87-44
November 2, 1987

Public Affairs Office
AWP-5

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Scottsdale Tower Ground Breaking

Cover Story

Ground breaking ceremonies for the new Scottsdale Airport Air Traffic Control Tower were held recently in Scottsdale, Ariz.

In attendance were Scottsdale Mayor Herb Drinkwater; Assistant Manager, Air Traffic Division, Jim Holweger; Air Traffic Manager, Chuck Ralston; Phoenix Tracon/HUB Manager, Dick Miller; Phoenix Airway Facilities Sector Manager, Riley Porter; Project Engineer, Dave Washino and many guests from the City and FAA.

The new facility, a \$1.3 million project, will feature a 1,600 sq. ft. administrative base building and maintenance area. The tower height will be raised to 95 ft. including a 350 sq. ft. intermediate level tower cab.

When completed in late 1988, the project will be a one of a kind air traffic facility, at least for the present. It will be the first air traffic facility in the Western-Pacific Region to feature a low activity tower shaft and have an intermediate level cab attached. The added space within the operating quarter will provide adequate space for additional equipment and operating positions well into the future.



Cover photo: Mayor Drinkwater (center) turns the first shovel of earth at the ground-breaking ceremony for the new Scottsdale Air Traffic Control Tower. Assisting the mayor are, (from left), Dick Miller, Chuck Ralston, Bob Howard and Dave Washino.

Photos: Top -- The crowd assembles for the Scottsdale Tower ground breaking ceremony.

Below -- Phoenix Airway Facilities Sector Manager Riley Porter addresses the group.

(Photos courtesy of Jeff Thebado and Diana Smith, Scottsdale Airpark News.)

Western-Pacific Intercom

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INTERCOM is published weekly for the employees of the Western-Pacific Region by the Public Affairs Office. Articles and photos are welcomed. If you have questions, suggestions or submissions, please call the Editor at FTS 984-1431/COMM 213/297-1431.



Cardin Named Manager Of New HR Branch

In a continuing effort to better assist regional managers, the Human Resource Management Division (HRMD), AWP-10, has established a new branch responsible for human resource planning, program evaluations, research, personnel data management, and the automation of information systems within the HRMD. The new Planning and Information Systems Branch, AWP-11, will provide leadership in planning for the future human resource needs of the region, as well as assessing the impact on employees when changes and new programs are completed.

Glenn Cardin, former Employee Development Specialist in AWP-17, is the manager of the new branch. He is assisted by Chuck Souza, Planning and Evaluation Specialist and Jan Jordan, Computer Systems Analyst. A Computer Assistant vacancy will be filled in the near future.

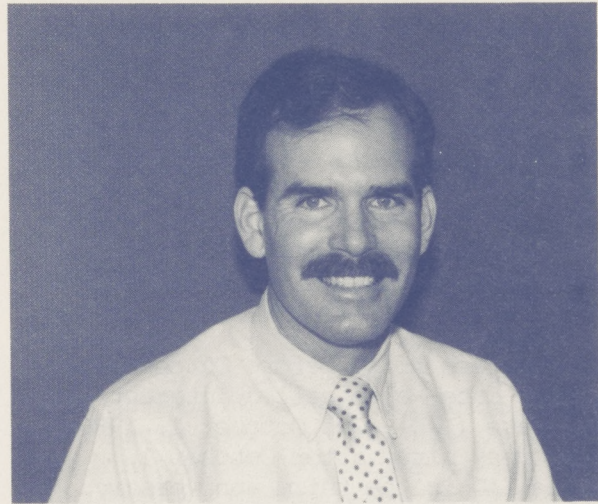


Photo: Meet Glenn Cardin--new AWP-11 Branch Manager.

"The Third Man" Published

The "third man" in the cockpit is almost a dead issue today, but for more than three decades it was on one of aviation's most contentious disputes.

FAA Historian Nick Komons examines this controversy in a new book entitled -- appropriately enough -- "The Third Man" and concludes that most of the rhetoric may have been directed at safety, but economics was the real issue.

Komons notes that FAA was caught between the proverbial rock and a hard place in trying to balance the competing positions of the airlines and their unionized flight crews. However, you'll have to buy the book -- or check it out of your library -- to find out how the agency resolved the problem. Copies are available through the Government Printing Office for \$5.50 a copy. Stock #050-007-007610-2.

Controller Hirings Top FY 1987 Goals

FAA completed FY 1987 with a total controller workforce of 15,433 people, well above its revised target for the year.

Originally, the agency was shooting to have 15,000 in the workforce by the end of FY 87 but later increased that goal to 15,225. At the same time, the agency sent Congress a supplemental FY 1988 budget request for 955 additional air traffic control positions, including 580 controllers.

Overall, the agency increased the size of the controller workforce by 4.3 percent in FY 1987, starting from an Oct. 1, 1986, base of 14,803. The number of full performance level controllers increased 1.8 percent, meanwhile, going from 9,528 to 9,798.

Interest To Be Charged On Retirement Accounts

The October 5 issue of INTERCOM published an article entitled, "Retirement Contributions Earn Interest." This article left the impression that employees under the Civil Service Retirement System (CSRS) who made deposit for post-1956 military service would earn interest on their deposits. Quite the contrary, interest will be charged to those employees who did not pay the deposit in full by a certain date.

For employees hired before October 1, 1983, this date--also called Interest Accrual Date (IAD)--was October 1, 1986. For employees hired after October 1, 1983, the IAD is the third anniversary of the individual's first employment under the CSRS.

The interest rate is computed on the balance due the government on September 30, 1986. The interest rate which is currently in use is 11.594 percent. This rate is the composite of two calendar years' interest rate (13 percent for 10/1/85 - 12/31/85 and 11.125 percent for 1/1/86 - 9/30/86. The interest rate effective 10/1/87 has not as yet been received by the FAA, although the rate charged by the Treasury Department on debts due the United States in CY 1987 is nine percent. Therefore, the new composite rate should be lower.

The INTERCOM article addressed only employees covered under CSRS. For employees making the deposit under the Federal Employees Retirement System (FERS), the interest is computed using the same variable rate as is computed under CSRS. However, under FERS, the interest-free period ends on December 31, 1989, or three years after first becoming subject to FERS, whichever is later, provided the deposit is paid in full before that date.

For further information, contact the regional Human Resource Management Division.



Fellow FAAer Needs Our Help

An FAA employee at Miami Tower is in need of help from fellow FAAers. His son, Craig Wesley Potts, suffered severe injuries in a car accident on March 23, 1985. Craig is now residing in an institution in Boston, Mass., undergoing head injury rehabilitation. Craig cannot walk, talk or eat; his prognosis is one of uncertainty, which is not very optimistic for a 16-year-old boy wishing to live life to its fullest.

Medical expenses have now exceeded \$1.4 million; \$100,000 of which is the responsibility of the family. The friends of Craig Potts are appealing to fellow FAAers' sense of charity to donate to this family in time of need. Checks may be payable to "Florida FAA Credit Union" and forward to Miami ATC Tower; P.O. Box 526700 GMF; Miami, FL 33152-6700; Attention: Craig Potts Fund.

New Rule Targets Drug Smugglers

Effective March 7, 1988, aircraft flying through off-shore air defense identification zones will have to display 12-inch registration markings to help airborne law enforcement officers tell the good guys from the bad guys (drug smugglers).

In addition, these airplanes must have an externally-mounted identification plate to permit quick cross checking of serial numbers against registration numbers when on the ground. The aim again is to help identify suspected drug smugglers as is an additional requirement that pilots must carry appropriate documentation covering the installation of any extra fuel tanks.

FAA estimates that the 12-inch marking requirement could affect as many as 13,500 aircraft.

News In Brief

* On Nov. 16, the National Transportation Safety Board will open a public hearing on the Northwest Airlines takeoff accident that occurred at Detroit's Metropolitan Airport on Aug. 16. NTSB Vice Chairman Patricia Goldman will chair the Board of Inquiry in Detroit with witnesses from FAA, Northwest, McDonnell Douglas and Pratt & Whitney, among others. A total of 156 persons died in the accident.

* FAA's Alaskan Region is reporting that aircraft accidents in the nation's flyingest state continued their downward trend in FY 1987. Although the total number of accidents was virtually unchanged from FY 1986 (186 last year vs. 185 the year before) the number of fatalities dropped from 43 to 32. Particularly heartening was the decline in air taxi accidents for the third consecutive year -- from 28 to 18 with fatalities down from 14 to 11.

* The deadline for submitting nominations for the Administrator's Award for Excellence in EEO is Nov. 20. The agency will be honoring employees for both external and internal EEO activities. The award ceremony, itself, is scheduled for January in Washington headquarters. Questions go to Al Mendez (ACR-3) on FTS 267-3262.

* The agency has scheduled four public meetings on proposed changes to the Los Angeles Terminal Control Area (TCA), some of which already have been implemented on an emergency basis. FAA will be at Van Nuys on Nov. 12, El Segundo on Nov. 16, Los Alamitos on Nov. 19 and Ontario on Nov. 24. Written comments will be accepted until Dec. 9.

Chemical Abuse Meetings Slated

Chemical Abuse Meetings are regularly held in the Regional Office. Old and new members are welcome. For more information, contact Anne Clayton in the F&E Program Section, Airway Facilities Division, at 213/297-1420.

First DOT-Wide HRM Conference Scheduled

Managers from headquarters and all FAA regions and centers will attend the first Department of Transportation-wide Human Resource Management (HRM) conference November 2-4 at the National Clarion Hotel in Crystal City, VA. The conference will give HRM managers a chance to share solutions to human relations problems with each other and to get information directly from the Office of Personnel Management (OPM) and the DOT Office of the Secretary (OST).

Attendees will hear Acting Secretary Jim Burnley and Assistant Secretary for Administration Jon Seymour as well as the Deputy Director and four Associate Directors from OPM. They will discuss upcoming OPM initiatives and significant HRM issues the Federal Work force will be facing in the upcoming year.

Leading workshops and panel discussions will be senior HRM managers from OST. Approximately 150 managers are expected to attend the conference with about 40 from FAA.

Following the DOT-wide conference, a special day-and-a-half meeting will be held for FAA HRM managers from headquarters and the field.

TWA & Braniff Targets Of Civil Penalty Action

Trans World Airlines has paid FAA \$252,000 to settle an enforcement action resulting from an in-depth inspection of the carrier last winter. Most of the alleged violations of Federal Aviation Regulations uncovered during the two-month inspection related to record keeping, deferred maintenance and improper maintenance procedures.

In a separate action, the agency has proposed a \$512,000 civil penalty against Braniff for failure to satisfy its regulatory responsibilities for maintenance related violations and using dispatchers who had not completed recurrent training.

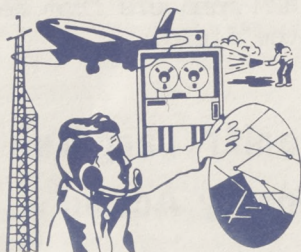
FAA Launches Review Of ATC Training

FAA has launched a comprehensive review of FAA air traffic controller training, similar to the one already underway in the area of pilot training. Both efforts are part of Administrator McArtor's IMPACT 88 program.

Two contractors are pursuing the review of controller training. Human Resource Research Organization (HumRRO) of Alexandria, VA, is developing the "Design of the Next Generation ATC Training System" and the Nonprofit Educational Foundation (NEF) of Colorado Springs, CO, has a project entitled "ATC Training: Analysis and Long-Range Plan."

Over the next six months, the two contractors will be visiting a large number of FAA enroute centers and towers, as well as the FAA Academy and the Technical Center, and the agency is urging everyone to give the researchers their full cooperation.

Ann Hoffer, manager of APT's Technical Training Division, said, "The studies will be finished in March 1988, and we expect solutions to air traffic training challenges of the future."



Host Program Update

For those keeping score on the Host computer program, here are the latest results: The Minneapolis center got its Host on the 2nd, the Indianapolis center on the 16th, and the Jacksonville center will take delivery on the 30th. That will push the total number of deliveries up to 18. Next month is the delivery to the Ft. Worth center, followed by the 20th and last delivery to the Salt Lake City center on Dec. 4. FAA and IBM are shooting to have all 10 centers fully operational with the Host by June 1988.

Employee Involvement Orientation



Members of the Western-Pacific Employee Involvement Program (EIP) Steering Committee were briefed at Sacramento by Eastern Region EIP coordinators. Pictured left to right are Fernando Lorenz, AWP-462; Mike Fanfalone, Eastern Region PASS rep; Bob Lamora, Sacramento Airway Facilities Sector; Paul Milani, Golden Gate Airway Facilities Sector; Ken Pirl, Oakland Center Airway Facilities Sector; Al Sciscione, Eastern Region; Rich Little, Oakland Center PASS rep; Al Miller, Honolulu PASS rep; Richard Gomez, AWP-16, Larry Sump, PASS Region III V.P.; Ken Ames, Los Angeles PASS rep; Alex Hammond, AWP-400; Tom Murphy, Sacramento PASS rep; and Gary Wohlleib, San Diego PASS rep.

Travel Document Processing

When employees travel for another region or center, there is often misunderstanding on which accounting office will process the related travel documents. Except for the initial air traffic courses at the Academy, all travel documents (travel orders, advances, vouchers, etc.) to be paid by another region or center should be processed by the Accounting Office servicing the employees home region. All such vouchers for employees assigned to the Western-Pacific or Northwest Mountain Regions should be forwarded to the Accounting Branch, attention AWP-44B1. Subsequently, the servicing office will "bill" the paying region or center.

FAA Gets Increased Procurement Authority

DOT has tentatively granted Administrator McArtor added procurement authority in a move designed to speed modernization of the national airspace system.

The DOT decision will permit McArtor or his deputy to serve as the Source Selection Official on designated programs valued at up to \$150 million. The covered programs include such procurement as Mode S radar beacon systems, instrument landing systems, low level wind shear alert systems and traffic management system hardware. All are vital elements of FAA's 10-year, \$12.2 billion National Airspace System (NAS) Plan to upgrade the capacity of the present air traffic control system.

McArtor has made increased procurement authority one of the major goals of his IMPACT 88 program, which he announced at his formal swearing-in ceremony on July 27. The Administrator also is asking for greater FAA autonomy in executive personnel matters and rulemaking.

San Carlos Tower Stars

Congratulations to Oliver "The Doctor" Campbell on his promotion to Oakland Tower. The tower is hosting a party in his honor to acknowledge his fine team work and superior control abilities.

Congratulations to Patricia Nadeau, Herminio "Gus" Guzman and Lawrence Dodge on receiving Letters of Commendation. Pat has been instrumental in ensuring that pay checks are on time and correct. Gus has had an excellent work record and has a very good rapport with community pilots. Larry has been cited for his contributions to tower efficiency.

Congratulations to Jon Snyder (Larry's trainee) and Rick Paris (Gus's trainee) on their recent check-outs as full performance level controllers. Congratulations to Jack and Gerry Hardcastle on the arrival of their baby boy on August 4.

Center Presents Drug Program

In support of President Regan's Executive Order encouraging Federal agencies to publicize the effects of using or abusing alcohol and drugs, a special meeting was organized and presented twice in the Los Angeles Center Conference Room. The topic, "Substance Use & Abuse: A Multi-Family Problem," was presented by the Compcare Lifestyle Center and Palmdale Hospital Care Unit. All Antelope Valley FAA employees and their families were invited to attend.

New Center For Management Development

Someone at the October 15 dedication of FAA's new Center for Management Development (CMD) probably said the ceremony marked the beginning of a new era in the history of the agency's management training programs. If not, they should have, because it's true.

The CMD has a new name (formerly the Management Training School), a new home (Palm Coast, FL), a new manager (William Newman), a new supporting contractor (Embry-Riddle University), a new instructional contractor (University Research Corp.), and a revised Competency Based Curriculum (more simulation and role playing).

Moreover, the school now will be handling more students than ever before in order to meet the agency's increasing training needs. Acting FAA Executive Director Robert Whittington told the more than 200 people attending the dedication ceremony that the projected student load for the first year of operation is being increased from 3,000 to 4,000.

In all, the CMD will be offering a total of 18 managerial supervisory and staff courses, ranging in length from one to three weeks. The first classes began October 20 with 150 students.

The new facility has 92,000 square feet of floor space tucked away among the trees that give Palm Coast its name. Included in the floor plan are 200 private rooms, each with their own bath, which means that CMD students won't know quite as much about their classmates as those who matriculated at the old MTS in Lawton, OK.



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

Memorandum

Subject: **ACTION:** Outstanding Performance of
Western Pacific Regional Personnel;
Earthquake, 10/1

Date: **OCT 6 1987**

From: Administrator

Reply to
Attn. of:

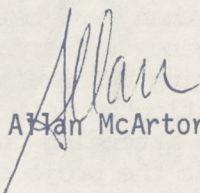
To: Director, Western-Pacific Region

Please accept my personal appreciation for the outstanding manner in which you and hundreds of other Western Pacific employees performed during the deadly earthquake which occurred on October 1. The willingness to stay at their posts and to provide support to all aviation interests throughout the state is a tribute to the highest standard of professional behavior.

Those of us who watched on television and saw the destruction created by the earthquake can only have the highest degree of praise for you and your co-workers.

Any support that we can offer to you is yours for the asking.

Please convey my best wishes and congratulations for a job well done throughout the Western Pacific region.


T. Allan McArtor