U.S. Department of Transportation
Federal Aviation Administration
July 2004

FAA Intercom

FAA Corporate Action Plan Addresses EAS Concerns

Acknowledging that FAA management has a credibility problem with many employees, Administrator Marion Blakey announced a corporate action plan to address certain critical aspects of the Employee Attitude Survey (EAS).

This is one of the agency's first major efforts in addressing the Flight Plan's organizational excellence goals.

The plan calls for establishing an Early Dispute Resolution Center, conducting interactive video training sessions for managers and supervisors about their performance management responsibilities, and improving internal communications (see story on p. 11).

The lines of business will be held accountable for this effort. Progress on the corporate action plan and the lines of business plans will be tracked each week at the management team meeting.

The EAS identified three critical areas that require significant improvement: clarifying performance expectations and increasing accountability; recognizing and rewarding performance; and increasing communications, especially in getting feedback from employees on a regular basis.

In a letter to employees announcing the plan, the administrator acknowledged that past attempts to make

continued on p. 10

Commercial Space Hopes Soar with Historic Launch

Melvill shows his new FAA wings as Smith prepares to present a plaque to the pilot.

The successful flight of SpaceShipOne on June 21, 2004, ushered in a new era in space transportation led by private industry, a first in history. The historic flight of the privately developed launch vehicle took place from the Mojave Airport in California — now an official inland launch site licensed by the FAA.

Patricia G. Smith, associate administrator for Commercial Space Transportation, attended the event and participated in the press activities following the historic flight.

Behind the scenes, Michelle Murray, safety inspector, and Hugh Cook, manager of Commercial Space's Systems Engineering and Training Division, ensured that the mission was conducted in a safe manner and complied with its reusable launch vehicle mission license from Commercial Space Transportation.

Assisted by a team of engineers who helped evaluate Scaled Composites' launch license application, Murray and Cook closely monitored the safety-critical aspects of the flight. The license evaluation team was responsible for issuing the first FAA/Commercial Space Transportation reusable launch vehicle license for

continued on p. 8

In This Issue:
Read about credit card amnesty, the growing importance of meeting airport capacity demand, kudos for the FAA's Web page, a new Tech Ops feature and much more.

Page 2. Thanks for the cards.

Page 4. FAA fields OJT courses.

Page 8. Get your wings.

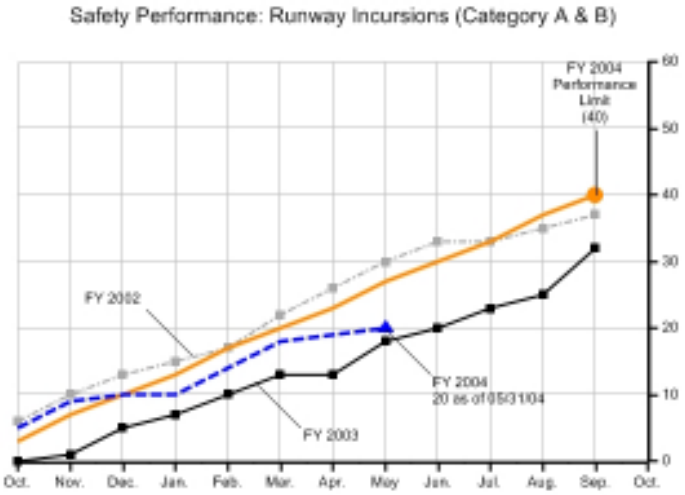
Page 10. Snozzle to the rescue.

News in Brief

ATO to Update Safety Metrics Monthly
The Air Traffic Organization (ATO) for the first time is providing monthly updates on operational errors and runway incursion incidents on the Web. The site allows FAA employees to keep informed about two major safety elements in the FAA's Flight Plan.

The user-friendly graphs detail the FAA's performance for a specific month in fiscal year 2002 and 2003, and year-to-date in 2004. It also lists the FAA's goal in each category. Viewers may turn data lines on and off for easier viewing.

The ATO continues to list daily updates on such metrics as on-time gate arrivals and departures, airport arrival efficiency rate, and operational availability. Access www.ato.faa.gov and click on "Performance."



This ATO chart shows Category A and B runway incursions through the end of May. It will be updated monthly on the Web.

FAA, Lockheed to Study Airport System
The FAA signed a no-cost Memorandum of Understanding with Lockheed Martin in which the company will select and survey airports at which an airport surveillance system can be evaluated.

The low-cost Critical Area Management System is scalable and configurable to provide full surveillance coverage of the movement area or other critical areas at airports. Lockheed Martin will conduct the site survey, produce the site survey report and provide system documentation to the FAA for review.

Cut the Cards
Several times over the past few years the *FAA Intercom* has run stories on the greeting card recycling program at St. Jude's Ranch for Children. The children there create new cards from the old ones and sell them to raise money for the ranch.

Ginny Perando, in the Technical Operations' communications office, who has advocated on part of St. Jude's Ranch, reports that the organization has been inundated with cards and no longer needs them. She received the following letter from the ranch:

"Over the past months the outpouring of support for the children at St. Jude's Ranch for Children has been nothing less than overwhelming for our recycled card program. In fact, we have received more than 1 million parcels of mail containing used cards from all over the nation! I cannot convey to you how inspirational and encouraging it is for us to hear from so many friends like you who care about helping abused, abandoned and neglected children. For us the great news is that we have so many friends who care!"

St. Jude's still will accept the Campbell product labels that are used to purchase vans to transport children to school, doctor appointments, counseling, and other activities.

Said Perando, "It is sad that after 14 years of collecting cards for these children that the card boxes will be removed, but at the same time I am humbled by the outpouring of support for these children by FAAers across the country."

FAA employees sent thousands of cards to St. Jude's Ranch over the years.

Travel Charge Card Amnesty Offered for Two Months

Quiet Evolution in Learning

The Department of Transportation is adopting a new Internet-based e-learning management system (eLMS) that will replace the training functions of the Integrated Personnel and Payroll System and the decades-old Consolidated Personnel Management Information System.

Most DOT modes are using eLMS and the FAA will "go live" with the system in the next few months. Ultimately, eLMS will be the official system of training records used throughout the DOT.

eLMS has a number of features to help employees get the training they need. Employees will be able to review their official training histories or search FAA catalogs. They will also be able to create their own individual development plan or request training relevant to their jobs. eLMS will provide access to thousands of on-line GoLearn courses designed to develop employee skills related to information technology, office automation, or communication.

The FAA training community can use the system to quickly and accurately manage enrollments, create new courses or report on the overall effectiveness of the FAA's training program.

For more information, employees should contact their local training coordinator, or Debi Holden at (202) 267-3877.

HR Consolidating Processing

The Human Resource Management Office is consolidating many of its transactional processing functions into three locations beginning this fall.

Atlanta, Oklahoma City and Los Angeles will be the locations of the shared services centers that process all non-executive personnel actions and awards. They also will process benefits actions (including retirements), open season changes, and non-Employee Express actions that now are processed in the regions and at the centers and Headquarters.

The centers also will keep all non-executive official personnel folders. Employees eventually would be able to review these folders.

The consolidation fits in with the organizational excellence element of the FAA Flight Plan. It should help Human Resources run more efficiently by using fewer resources to perform high-volume, recurring work. This frees up employees and resources to work on other functions.

Correction

The photos of the Wright Brothers were misidentified in the June 2004 issue of *FAA Intercom*. They are correctly identified below.

Orville Wright

Wilbur Wright

In an effort to eliminate delinquent payments on travel charge cards, the FAA is offering a 2-month amnesty period to FAA employees who have not paid off the balances on their credit cards.

The Pay-off Initiative for Delinquencies (PAID) runs from July 15 through Sept. 15. Employees with delinquent amounts more than 60 days past due — including charged-off accounts — may participate. During that period, employees can pay off their delinquent accounts without being subject to disciplinary action. Employees will still be responsible for any charges incurred during the PAID period and are expected to pay off their charge card by the billing due date.

In approving the amnesty, Administrator Marion Blakey said that cardholders' first-level supervisors are responsible for making sure that delinquent cardholders receive and read a copy of a letter outlining conditions of the amnesty. "Supervisors must take immediate steps to pursue cardholders," she said.

The Employee Assistance Program provides aid to employees with personal problems, including those related to financial issues. Employees with financial problems may contact the program at (800) 234-1237.

For more information on the amnesty, including a question-and-answer section, access www.faa.gov/aba and click on "Financial Management," "Payment Systems," and "Travel Charge Card."

Technical Operations Update

Questions from the Field

The *FAA Intercom* in conjunction with the ATO's Technical Operations SUPCOM begins a new feature in this month's issue. The *Intercom* regularly will feature a question from Technical Operations first-line supervisors regarding administrative, technical, training, staffing, and other professional issues.

The idea is to open up a dialogue among Technical Operations employees, and between employees and management at all levels on matters of importance to them. Employees, managers and supervisors in Technical Operations who would like to respond to the question may do so by e-mailing Editor Jim Tise at jim.tise@faa.gov. The *Intercom* will try to print a sampling of responses, which might be edited for space and style. Employees who would like to pose a question concerning Technical Operations may do so by e-mailing Ken Forbes, Technical Operations SUPCOM national chair, at ken.forbes@faa.gov, or by calling him at (225) 775-4859.

Please keep questions to a reasonable length and use appropriate language when phrasing the question. Questions may be edited for space and style, but not substance. The first question concerns staffing:

Has there been any discussion regarding the existing shortage of Air Traffic System Specialists and the "retirement bubble" that will hit Technical Operations? Also, will the ATO's focus on hiring additional controllers for "bubble staffing" affect hiring of Airway Transportation Systems Specialists?

ATO's On-the-Job Training Expands

When it comes to technical on-the-job training (OJT), the ATO's Technical Operations Training Division appears to be very much on the job. It is well on its way to completing an extensive range of OJT courses that provide airway transportation systems specialists with the knowledge to keep the air traffic control system's advanced technology running smoothly.

The emphasis on training comes at a critical time for the agency, which has lost a lot of senior systems specialists over the past year. The courses will ensure that technical proficiency remains as high as in the past.

A small group of employees in the Workforce Development Technical Operations Training Division has taken on the challenging task of developing formal OJT training courses for 160 critical facilities and systems in the National Airspace System, including STARS, ARTS, DSR (display system replacement), and VSCS. Until a few years ago, there was no OJT training program for systems specialists. That's changing in a big way.

Lorne Reynolds trains on the Denver Center's HOST computer as his instructor, Gordon Bertoglio (left), and observer, Greg Welz, look on.

OJT is a critical element in the Personnel Certification Program, a 4-step process in which specialists must participate in order to certify equipment. Specialists must complete theory-of-operations training and then take OJT courses at the individual's duty station. They then must demonstrate their proficiency during a performance exam before receiving certification authority. A specialist cannot certify equipment or systems for operational use in the NAS until completing all four steps.

The first formal OJT course was fielded in 2001. John Esdale, the lead for the OJT certification team, said the challenge in developing these courses was avoiding "teaching to the performance examination" rather than giving the technicians an all-around knowledge. "We want to teach them everything that is relevant so that they're trained thoroughly on the equipment," Esdale said.

For instance, if a piece of equipment's peak power is 500 kilowatts, then the course will teach the technician about "frequency, duty cycle, standing wave ratio, and all parameters required to transmit the 500 kilowatts."

Emily Godinet, a certification team member, has taught operational theory courses at the FAA Academy. After conducting numerous classes on a variety of different terminal automation systems and subsystems, she is enthusiastic about the OJT program. The operational theory course provides the academic foundation for specialists, she said. "As an instructor, I understand what the technician learned in the classroom, and can see what is needed for additional hands-on OJT. Now I can prepare a package to help reinforce and test their academic and practical knowledge of the system." Godinet speaks

continued on next page

FAA Web Site Draws Good Reviews

like the technician she is. “We have to train ourselves to teach the others. The students will certainly let you know if you’re not teaching well.”

Larry Miller, another team member, remembers his technician days when training differed from facility to facility. Some trainers provided good training, while others were less effective. “The quality and the consistency of the training is a lot better this way,” he said. It’s also cost effective because the course developers work from their home facilities, cutting travel costs. “It’s pretty good bang for the buck,” he said.

Miller is at the Atlanta Center validating a training course for the voice switching and control system. He watches how the trainer and trainee interact using the on-the-job training package. “If there’s a problem with a step that doesn’t work, we’ll change it,” Miller said. The response from specialists in the field appears positive. “I’ve never run into a specialist who didn’t appreciate it,” said Miller. “The senior specialists say, ‘Why didn’t they do that when I was there?’”

Some 43 courses have been developed and are now used in the field. Seventeen have been developed and are awaiting field validation, while 10 are under development. Although that represents roughly half of the total number of systems, Esdale said that courses for the most complex systems have been developed. He expects the remainder of the courses to be completed by October 2005.

“The major success of this project is due to the highly motivated and skilled team members, including the field specialists who participate in validation activities, combined with regional and ATO management support,” said Esdale.

What a difference a year makes.

It took just that long for the FAA’s Web site to be recognized as one of the best-managed and most-improved sites in the federal government.

Findings from a survey done by the Performance Institute placed the FAA in the top 10 of well-managed federal sites, in the company of the National Weather Service, NASA, and the Social Security Administration.

The Performance Institute studies and rates performance-based management practices for government agencies. It identifies management innovations pioneered by “best-in-class” public-sector organizations.

The agency’s site was evaluated on several criteria, including customer service scores, how well it met proposed federal Web content standards and other criteria established by Brown University for regular reviews of Web sites.

Another survey regularly done by the American Customer Satisfaction Index (ASCI) showed that the FAA’s site was the second most-improved federal site. The agency’s ratings increased six points in the past nine months.

ASCI said “the FAA has realized significant efficiency gains by reorganizing site content.” ASCI also cited the enhanced question-and-answer section.

It’s not just survey companies bestowing praise, either. Steve Miller, a Delta Air Lines pilot, was pleased with his first visit to the FAA’s Web site. “[I] found it extremely helpful, user-friendly, and complete with answers to all of my questions … and more.”

Steve Simpson, an engineering/quality director at Luscombe Aircraft Corp., thanked the FAA for its site. “There is a wealth of information, in a neat, organized and orderly fashion that is easily accessible. I hope our industry truly realizes what a great job all of you associated with this project have done.”

It wasn’t that long ago that the FAA Web site lacked a standardized appearance, contained old pages with broken links, and an organizational structure that might have impressed the Byzantines.

Work to improve the FAA Web continues every day. In a future issue, the *FAA Intercom* will update employees on what’s in the works for the site.

The newly designed and reorganized FAA Web site has drawn positive reviews from users.

FAA Takes Long-Term Look at Airport Capacity

The release of the FAA's new airport capacity study serves as a wake-up call to the aviation industry and to many metropolitan areas that delaying infrastructure improvements could hurt economic prosperity in the future.

The study reveals how far the United States must go in order to avoid gridlock on the nation's tarmacs.

Woodie Woodward, associate administrator for Airports, discussed the capacity study with the FAA Intercom*.*

What is the purpose of this study?
This study was undertaken because the FAA wanted to assure that the long-term capacity of the aviation system matched forecasts of demand. It is important to look not only at individual airports in the longer term, but also at the infrastructure of the airport network to ensure sufficient capacity to meet that demand.

To that end, two basic questions were asked by the FAA: Which of the 35 Operational Evolution Plan (OEP) airports will be able to meet future demand, which will not, and why? Besides the 35 OEP airports, will there be other airports and geographic areas of the country that are unable to accommodate demand for air transportation?

In what ways does this study differ from the last OEP report done in 2001?
The OEP is the FAA's 10-year plan to increase capacity and efficiency throughout the National Airspace System (NAS), including infrastructure development, procedural changes, and technology improvements at the 35 busiest airports.

This study is a 20-year look at the system. We identified airports and associated metropolitan areas where additional capacity is needed now, and where capacity will be needed in 2013 and 2020.

There have been several well-documented studies to evaluate airport capacity at the busiest 35 airports. The focus of this effort was to bring these studies together in order to highlight airports and associated metropolitan areas that have the most significant capacity needs. We also considered the socioeconomic trends that are taking place now and in the future. This is a new way for this office to look at demand for air transportation.

What are the main findings?
As air traffic levels continue to grow over time, additional demands placed upon the NAS will strain the system's capacity. This analysis shows that even today there are areas in the NAS where additional capacity is needed. It is expected that approximately 5 percent of the nearly 300 airports analyzed will require additional capacity by 2013 or 2020.

Growth trends will continue to affect many of the same metropolitan areas that historically have had a need for additional capacity. At the same time, new metropolitan areas have emerged as needing additional capacity in the future.

Increases in air traffic congestion in some metropolitan areas, however, may lead to the establishment of new supplemental airports such as the proposed Ivanpah Airport near Las Vegas and the proposed South Suburban Airport near Chicago.

We have identified metropolitan areas and airports that will be capacity constrained both in the 10 and 20-year timeframes. We will work with those communities and airport sponsors to help them address ways to assure adequate capacity to meet the future aviation demands in their respective communities.

Is there anything that surprised you about the findings?
This study indicates that airports other than the top 35 tracked by the FAA's current OEP will potentially need additional capacity in the future. What's interesting is these new locations are mostly in the south and southwest part of the country. This is consistent with the socioeconomic predictions of the future when the baby-boomers retire and as businesses take advantage of incentives to relocate into certain areas.

Another interesting thing was that in many cases the airfield was not the capacity constraint issue, but rather it was the terminal building or the access roads. These components of the airport just cannot physically handle the demand.

In many cases the airfield was not the capacity constraint issue, but rather it was the terminal building or the access roads. These components of the airport just cannot physically handle the demand.

— Woodie Woodward
Associate Administrator for Airports

How will the FAA and industry use the report?
We hope the communities identified in this study step up to the plate to ensure that their airports are prepared to meet forecasted demand.

The study helps the FAA know where and what kind of support we can provide to airport sponsors to increase capacity. It also will help us establish priorities for investing AIP funds.

The study emphasizes the importance of formal improvement plans, such as those identified as part of the OEP. They must continue to move forward to keep pace with current and future demand.

How much has changed in the industry since the last report?
At the beginning of 2000, air travel in the United States was at an all-time high, leading to the highest number of flight delays and cancellations ever reported by the major airlines. This began to change in late 2000/early 2001 with an economic slowdown, sharpened by the terrorist attacks of 9/11. The slide continued into 2003 with the war in Iraq and the severe acute respiratory syndrome epidemic. In 2004, traffic at the largest airports remains lower than it was in 2001.

Starting before 9/11, and accelerating since then, business travelers are revisiting their travel needs and choices. Demand for low-fare service is strong and growing stronger.

The Internet has led to price transparency that today allows consumers to “shop around” and compare prices for competing carriers in minutes. Fractional ownership is also offering business travelers new options. And smaller aircraft are promising travelers greater schedule and destination choices.

But, more passengers are returning to the air. Nine of our 35 major airports are operating above pre-9/11 levels. By the end of 2004, we expect to return to pre-9/11 levels at 15 major airports, including seven of the top 10.

What other factors on the horizon could affect airport capacity?
Many airports are actively addressing their capacity and demand issues through the construction and expansion of the airport.

New runways add the most significant amount of airfield capacity and we are monitoring and tracking the construction of new runways through the OEP. New technology and procedures can also add to the capacity of an airport.

Changes in the type of aircraft operating at an airport can have an affect on capacity. With the regional jets playing a larger role at some airports, some airlines have increased the frequency of operations, which has closed the demand/capacity gap. In addition, major changes that occur locally, such as the introduction of Independence Air at Washington Dulles International, can drastically alter future demand predictions. These alterations can suddenly change the situation at an airport from having adequate capacity to needing more capacity for increased demand.

What role will FAA and the Airports Division play in addressing the capacity issue?
Airport development is largely left to the local airport authorities. The FAA helps these individual airports in identifying potential improvements to address capacity needs. These are typically done through airport master plan or capacity studies.

Here in Airports, we work very closely with airports and communities to address airport development needs. We will continue to work with them and provide funding through our grant program to develop and improve airports to accommodate the demand for air transportation. We’ll also help ensure that the capacity is in place when needed.

Will there be a follow-up report?
Yes, we will follow up this study with two initiatives.

The first is to evaluate whether the OEP needs to be expanded to include the non-OEP airports identified in this report. This evaluation will examine those airports in a manner similar to the benchmark effort conducted in 2001 that identified the maximum number of flights an airport can routinely handle in one hour.

The other initiative will be to perform a peer review of this study and its methodology with the airport sponsors, consultants, and affected stakeholders. The peer review also will examine when the next study should be done.

Based on the results of these two initiatives, the Airports Office will make a recommendation to the administrator on how to proceed.

I previously mentioned that sudden changes could affect airport capacity. It is important to track changes in assumptions over time and then update analytic results accordingly.

Additional analyses are necessary to develop possible solutions for the identified airports. This is particularly true for the non-OEP airports in order to gain a better understanding of their capabilities, operations, and local regulations. We visited each of the airports identified in this study and the detailed feedback and information obtained through discussions with them will need to be incorporated into future iterations of this study.

Solutions beyond those considered here, including policy options, need to be explored.

Get Your Wings

The Commercial Astronaut Wings presented to Mike Melvill, the SpaceShipOne pilot, are the first of their kind for the FAA.

Michelle Murray, an aerospace engineer and safety inspector in the Commercial Space Transportation Office, thought there was a need for the agency to recognize the significant achievement of commercial human spaceflight. The idea caught on, and Administrator Marion Blakey approved the idea wholeheartedly. Murray helped design the wings, which incorporate the astronaut emblem created by the U.S. Air Force (used by both the military and NASA) as well as the emblems from the Department of Transportation, FAA, and Commercial Space Transportation.

Prior to this, the government had no way to mark the achievement of humans flying commercial spaceflights. The FAA's first astronaut wings were given to the pilot of SpaceShipOne for the record-setting flight on June 21, 2004.

The FAA will award its Commercial Astronaut Wings to flight crew members on missions licensed by the Commercial Space Transportation Office that venture more than 50 miles in altitude.

Murray displays the FAA's Commercial Astronaut Wings that she conceived and helped develop.

FAA Supports Historic Launch

continued from front page

SpaceShipOne operations.

The Van Nuys Manufacturing Inspection District Office worked closely with Scaled Composites, as well, and issued certificates for SpaceShipOne and the mother ship, White Knight. This makes SpaceShipOne the first N-registered aircraft to reach space.

At the press conference following the flight, Smith provided background to the more than 500 reporters in attendance and discussed the opportunities that this launch offers for future commercial space tourism.

On behalf of Transportation Secretary Norman Mineta and FAA Administrator Marion Blakey, Smith then presented FAA Commercial Astronaut Wings to pilot Mike Melvill (see story at left).

Rising to the Top

If cream rises to the top, then so do the *crème de la crème* of the aviation industry.

The FAA's latest representative in the aviation elite is Ronald Galbraith, a controller at the Denver Center who recently became a "Master" certified flight instructor.

That puts Galbraith in pretty rarefied air: of the 81,000 flight instructors in the United States, fewer than 400 have been designated as masters.

The master instructor designation is a national accreditation recognized by the FAA that is earned through a rigorous process of continuing education and peer review. Much like a flight instructor's certificate, it must be renewed biennially. The designation identifies outstanding "teachers of flight" who have demonstrated an ongoing commitment to excellence, professional growth, and service to the aviation community.

Galbraith, an independent flight instructor out of Vance Brand Airport in Longmont, Colo., has been flying for 27 years, and a flight instructor for 25. With more than 4,000 hours logged, it's not surprising other pilots listen up when he's giving seminars on behalf of the FAA.

Ronald Galbraith

The one piece of advice Galbraith has for his fellow aviators is to learn to speak up when they're in trouble. "The problem with the pilots out there now is being able to communicate to the ATC system. It's kind of lacking," he said.

Galbraith thinks many veteran pilots are embarrassed when they find themselves in a jam and don't contact controllers quickly enough when trouble is on the horizon. Student pilots, he said, need to learn the proper way to call controllers and the proper language to use. "That's kind of why I've kept current on flight instruction," he said. "Maybe I can get the word out there a little bit more."

As a result of his achievement, Galbraith will participate in "Meet the Masters" breakfasts during the EAA's AirVenture show in Oshkosh, Wis., and Sun 'N' Fun in Lakeland, Fla.

2nd Tour of Duty Ends FAAers' Iraq Mission

With all the troubling news coming out of Iraq, the examples of real progress made there seem more like flashes of hope than anything permanent.

Not so for Iraq's aviation authority, which celebrated a big milestone when it took over control of civilian air traffic control at Baghdad International Airport. That achievement was due in no small part to the efforts of FAA employees.

On June 1 at 10:06 a.m. local time, Fakhir Muhammed, Iraq's director general of air traffic control, cleared the first aircraft to land on Runway 33R. It was the first takeoff cleared by a civilian Iraqi since the start of the war in March 2003.

Cheering, clapping Iraqi controllers surrounded Muhammed as he made his historic transmission. They will staff the tower from 7 a.m. - 7 p.m. daily. As the number of controllers increase, so will the hours of operation.

"Today has been a great day in Baghdad," said Dave Haddad, operations supervisor at the Dallas/Ft. Worth Terminal Radar Approach Control and a member of the FAA's Iraqi contingent. "The recent bombings, mortars, and gunfire can't put a dent into today's spirit. It was a great honor to be a part of this process."

Haddad and fellow teammates Frank Hatfield, senior aviation advisor, Doug Gould and Jim Arrasmith are nearing completion of their second tour of duty in Iraq. Another team member, Rob Sweet, left in May. Since March, the FAA sent 15 new controllers to Singapore's ATC Academy for training. The team conducted classroom theory and negotiated agreements for use of adjacent military facilities. It also wrote Iraq's first standard operating procedure and technical training manual.

FAAers also installed air navigation systems and provided support in security, contracting and other aviation-related areas.

Hatfield told *Newsday* that his and other teammates' military backgrounds helped the FAA deal with the military chain of command and procurement processes.

Turning over Baghdad Airport air traffic activities to Iraqi citizens "is the first step in giving the new Iraqi government control over their own aviation system," he told the publication.

(From left) Hatfield, Muhammed and Sheryl Steele, military air traffic manager at Baghdad International Airport, sign a letter of agreement concerning civilian takeover of the facility.

Flight Plan: International Leadership

AFSS Welcomes Swedish Controller

The Jonesboro Automated Flight Service Station hosted a Swedish air traffic controller as part of a Rotary International exchange program.

Helena Sjostrom was one of five Swedish Rotary members to visit Northeast Arkansas during June. She also visited the Little Rock TRACON and tower. She was impressed with the operation at both facilities and pointed out many similarities and differences between them and her facility in Sweden.

Rethinking Airport Technology Research

More than 150 people from around the world attended the 2004 FAA Worldwide Airport Technology Transfer Conference and Exposition.

Attendees heard about the successes of the FAA's airport technology researchers in developing new technologies and procedures that are improving airport safety and efficiency. The agency's research is part of a comprehensive approach that covers such issues as airport pavement design, modeling and testing, airport planning, rescue and firefighting, wildlife mitigation, visual guidance, and runway incursion reduction, as well as runway surface technology.

Satish Agrawal, manager of the FAA's airport technology research program, said that by working with other government agencies, industry, and academia, "we are leveraging resources to ensure our work remains targeted on high priority activities that will benefit the flying public."

David L. Bennett, director of Airport Safety and Standards, noted that research and development is critical to updating more than 100 advisory circulars on airport standards and development.

Snozzle, Rhino Aid N.J. Firefighters

Even though it was one mean junkyard dog of a fire, it wasn't enough to scare off the FAA's "Snozzle" and "Rhino."

New Jersey firefighters turned to the FAA last month when an automobile junkyard caught fire. The fire encompassed four acres and smoke could be seen from miles away. More urgently, the flames were approaching a warehouse complex that contained propane and chemicals.

But firefighters' crash and rescue vehicles couldn't navigate through the two feet of water, mud and scrap metal to a position between the junkyard and the warehouses. So the FAA loaned one of its research and development vehicles with two innovative firefighting technologies that helped contain the fire.

The Snozzle looks something like a telephone repair truck with a deployable boom. The tip of the boom can pierce an aircraft's fuselage and target foam or water inside a plane.

On the same vehicle is the Rhino, which positions a firefighter on the front bumper of the crash/rescue vehicle where he or she can better target the flow of water.

Out of the 100 or so emergency vehicles attending the fire, the Snozzle/Rhino vehicle was the only one that could position itself. Its four-by-four drive system enabled it to roll through water and mud, and over scrap metal to shoot high volumes of foam and water while keeping firefighters at a safe distance from the fires. Controls make moving the water hoses effortless and provide a wider range to spray water. Infrared cameras allow the Snozzle to identify hot spots in the junkyard that weren't visible to firefighters.

Jim Patterson, an airports safety specialist at the William J. Hughes Technical Center, and a volunteer fireman, happened to be on the scene to see how the FAA equipment held up in real life.

"It was a very intense fire that involved a lot of junked cars," said Patterson, who works for the Laureldale Volunteer Fire/Rescue Company. Large volumes of water — almost a million gallons — and a high flow rate were needed to suppress the flames. Snozzle and Rhino did just that, Patterson said.

More than 100 airports now use similar pieces of equipment for aircraft fire and rescue.

This was the first time that Snozzle and Rhino have been used to aid local communities.

"They were credited for saving these buildings because no other truck could get in there," Patterson said.

The FAA developed the Snozzle specifically to fight fires inside the confined spaces of an aircraft.

Action Plan Focuses on Three Main EAS Concerns

continued from front page

changes based on the EAS have failed more often than not. "Instead of trying to solve 'world hunger,' the plan focuses on a few areas that employees clearly identified as needing a lot of work," she said.

The Early Dispute Resolution Center will be a "one-stop shopping center" for information to resolve conflicts at an early stage. The FAA hopes that the center will become a viable alternative to some of the current processes that are often complex and lengthy.

> Instead of trying to solve "world hunger," the plan focuses on a few areas that employees clearly identified as needing a lot of work.
>
> — Administrator Marion Blakey

In addition, the interactive video training is a training tool in which sessions on performance management will be taped and posted on the FAA Web site to view.

Also, a Flight Plan recognition program is being developed to honor offices and individuals who help the agency successfully achieve elements in the Flight Plan. A guide is being developed that emphasizes to managers the importance of rewards and recognition. The guide suggests ways managers can carry out that responsibility.

Getting the Inside Edge on Internal Communication

Through their participation in last year's Employee Attitude Survey, FAA employees indicated the need to improve internal communications. In fact, improved employee communications is now one of the three key focus areas in the Corporate Action Plan developed following the survey.

With that in mind, the FAA is working with Insidedge, an employee communications consulting firm, to study the agency and assess the ways it can communicate better. The goal is to develop a strategic plan and timeline for improving internal communications at the FAA.

During the initial phase of this project, Insidedge will collaborate with the FAA to assess and understand the way the agency communicates and identify those key issues that block effective communication within the agency.

insidedge

This assessment phase includes a series of one-on-one meetings with senior leadership at Headquarters and in the field, and small-group discussions with key segments of employees across the country. At the same time, the team will also review and analyze current communications tools and content, and review past and recent employee research.

Employees selected to participate in a focus group are asked to candidly share their thoughts and feedback. Participation in these groups is voluntary, and comments will be kept confidential.

This is a unique opportunity to influence the way the agency communicates and to play an important role in transforming the FAA into an agency of the future.

People

Government Affairs Deputy Named

Daniel J. Hickey has been appointed the FAA's new deputy assistant administrator for government and industry affairs. As deputy to David Balloff, he will work with key congressional and industry officials on agency policy and program issues.

Hickey's background in aviation and Congressional relations includes positions as director of government affairs at U.S. Airways, and as a lobbyist for the Air Transport Association and other banking, airline and hospitality interests.

He also served as a legislative assistant in the office of Sen. Lauch Faircloth (R-N.C.).

Hamory Retires

Ross Hamory, deputy assistant administrator for Security and Hazardous Materials, retired July 1 after more than 30 years at the FAA.

Hamory helped develop policies to protect FAA facilities and employees and enforce regulations regarding the safe transport of hazardous materials by air. He also was director of Civil Aviation Security Operations in the year after the terrorist attacks, as well as director of International Aviation before that.

Hamory received the Secretary of Transportation's Gold Medal, the 9/11 Medal, and other awards.

No replacement for Hamory had been announced at press time.

Daniel J. Hickey

Ross Hamory

ATO Communications Slot Filled

Sandra Marie Sanchez has been named vice president for Communications in the Air Traffic Organization.

Her background runs the gamut of corporate communications, from public affairs, employee communications, and news media relations, to community outreach and marketing.

Sanchez was president and founder of a public relations group targeted at helping senior executives and leaders develop better communications skills. From 1999 – 2001, she was director of corporate development for Qwest Communications, a leader in business and residential communications services.

Prior to that, she was director of executive communications for US West, before its merger into Qwest Communications.

In Memoriam

Chuck Kline, special assistant for external affairs in the Commercial Space Transportation Office, died June 11 at his home in Falls Church, Va. He was 64.

Chuck worked with other FAA offices in managing the office's relations with the news media and Congress. He also worked on the annual commercial space transportation forecast conference. He is survived by his wife, Phoebe; son, Charles; grandson, Henry; and sister, Marion K. Fiore.

Kerry F. Klegman, 63, died June 9. Kerry worked for the FAA for 22 years and was employed in the Western-Pacific Region's Flight Standards Office at the time of his death. During his tenure with the FAA, he developed the National Federal Employee Assistance Program.

Surviving Kerry are his wife, Susan; daughter, Nicole; and his brother, Keith.

Back to Headquarters

Geaux Tigahs!

In the Chinese zodiac, 2003 was the year of the Sheep. For Alan Higgs, an aviation safety inspector at Headquarters' Production and Airworthiness Division and a Louisiana State University fan, it was the year of the Tiger.

The LSU Tigers won the 2003 collegiate national football championship, sending fans like Higgs roaring with pride. And when Higgs heard that his team would visit Washington, D.C. to meet President Bush, his tiger instincts got the best of him. He decided to track the team in hopes of meeting some of the players and coaches.

March 23, 2004 found Higgs prowling the grounds of the Capitol decked out in a purple and gold LSU football jersey. When the team arrived, coach Lou Saban stopped right in front of Higgs, turned towards the crowd and started speaking.

"The coach didn't know where to go and he probably thought since I was wearing my LSU jersey and holding my helmet, I was the obvious "focal point" that warranted recognition," Higgs explained.

After shaking the coach's hand and getting his autograph, Higgs met some players and received several other autographs. "The players were personable and friendly. They were very high spirited and never copped an attitude," Higgs said.

To commemorate the visit, Higgs has put pictures up on his personal LSU Web site at www.lsumaryland.org/dcvisitpics.htm. He said he's already met several LSU alumni or friends at Headquarters and invites other fans of the team to visit his site.

Higgs said he would never forget the opportunity he had to meet his national championship team. As they might put it down in Louisiana, Geaux Tigahs!

Lesley Poberezny contributed this story to the FAA Intercom.

These FAA employees participated in a national race for the cure in memory of a friend and coworker.

Race to Remember

This year's Komen National Race for the Cure to fund breast cancer research took on a very personal meaning for some participants from the FAA.

About 30 members and friends of Headquarters' National Black Coalition of Federal Aviation Employees ran the race not only to help find a cure for breast cancer, but in memory of one their own who died from the disease last year.

Nadine Torregano, who worked at the Ft. Worth Automated Flight Service Station, lost her 2-year battle with breast cancer in May 2003, and that loss is still fresh in the minds of her friends.

Clarence C. Butcher, Jr., in the ATO's En Route and Oceanic Unit, noted that breast cancer is the leading cause of death for women ages 40-55. More than 5,000 African American women die from breast cancer each year. Although the incidence of breast cancer is lower among black women, they have a higher rate of breast cancer deaths. The 5-year survival rate is 70 percent for African-Americans, as opposed to 85 percent for white women.

Nadine's friends plan to run again next year to keep her memory — and hope for a cure — alive.

FAA Intercom

Diane Spitaliere
Manager, Media and Internal Communications Division

Jim Tise
Editor
Tel.: (202) 267-3443
Fax: (202) 267-5965
E-Mail: jim.tise@faa.gov
Barbara Downs
Editorial Assistant

Published monthly by
The Federal Aviation Administration
Office of Public Affairs
Media and Internal Communications Division, APA-300
800 Independence Avenue, SW
Washington, D.C. 20591

The *FAA Intercom* is available on-line at www.faa.gov/newsroom/Newsletter.cfm.
For circulation/distribution questions, call (202) 267-8735.