

# The Air Traffic

November/December 2001, Vol. 15, Issue 6

C O N T R O L L E R

## Letters from Pennsylvania school send thoughts of hope

West Hazleton Elementary/Middle School eighth grader Tricia Zelenack wrote the following in a letter to NATCA: "Many people were concerned about New York and Washington and were not concerned about the difficult job you were had to do. But you did your job and you did it well; and even though the United States may not show it, deep down in our hearts we all know they appreciate the determination you put into your job on that devastating day. Thank you." Her letter was just one among over 400 received by the union in the weeks following the September 11 attacks.

The notes include many similar sentiments, such as a sense of awe and gratitude that air traffic controllers were able to bring down over 4,000 aircraft, possibly thwarting further attacks.

Moved by the actions of these 12 and 13-year-olds, President John Carr, joined by his wife Jill and her col-

league Dee Daniel from Dulles Tower, traveled to West Hazleton Elementary/Middle School in northeastern Pennsylvania. John Carr stood on a stage patriotically decorated by the students and teachers and told the audience how much their letters meant to him and all other controllers. "I thank you from the bottom of my heart," he said. "What you did, continued on page 4



President John Carr responds to the warm applause of the Hazleton crowd.

## Privatized ATC systems suffer from post-Sept. 11 aftershocks

The ripple effect caused by the September 11 attacks not only has meant bad news for airlines and aviation communities but also a steep financial challenge for privatized air traffic control systems around the world, including Canada and Great Britain.

Both systems are discovering what NATCA has consistently maintained is privatization's Achilles Heel: viability in any economic condition.

"Privatization can appear attractive when a good economic outlook exists," Executive Vice President Ruth Marlin said. "But when times are tough, the three virtues of privatization touted by longtime advocate Robert Poole (Reason Public Policy Institute) - reduced costs, faster modernization and stable funding - all disappear

rather quickly."

The International Federation of Air Traffic Controllers' Associations predicted air traffic service providers would face unexpected losses by the end of this year, compounded by the struggling airlines' inability to make timely payments of route charges.

IFATCA reports some organizations have resorted to drastic measures, such as asking to freeze salaries and stopping investment into technological updates and new buildings.

One of the providers most affected is the non-profit company NAV CANADA, which announced in October it would seek to raise fees by six percent to help cover a projected \$145 million revenue shortfall.

This didn't sit well with the country's largest airline, Air Canada, whose

Chief Executive Officer Robert Milton told *The Toronto Star* the hike was "clearly unacceptable," because "obviously, in this environment, airlines can't just raise their prices by six percent." NAV CANADA also said it was looking to trim \$85 million by deferring capital costs, cutting management and executive pay by up to 10 percent and asking unions for a wage freeze.

In November, the company announced it had broken even in the fiscal year ending Aug. 31 after declaring a revenue excess of \$2 million last year. But according to Canadian Press, NAV CANADA has just cashed in its \$75-million "rainy day" fund - for emergencies in order to stabilize airline fees - and instituted several other

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**4 Facility Safety** Read about NATCA's call for increased facility safety.

**5 Charity Tournament** Take a look at the recent Southern Region charity golf tournament.

**6 Unique Units** Learn about one of the broad spectrum of NATCA's bargaining units.



JOHN S. CARR

Fall gives way to winter, and the last few leaves cling desperately to their branches. Together we move into the holiday season, a time of pumpkins, turkeys and Thanksgiving. A time rife with the sentiments, "Joy to The World," and "Peace On Earth." Yet this time, this year, there is a new uncertainty. The world seems a more dangerous place than it was just a few short months ago, when the only security we talked about was "social."

NATCA has been working hard to protect the nation's airspace and ensure our air traffic control facilities—the guardians of that airspace—operate under strong, meaningful security measures. The Federal Aviation Administration has been slow to implement many requested security procedures, and once our patience was exhausted we took our case to the American public. I am pleased to report the responses to our concerns have certainly improved, but much more needs to be done.

We believe air traffic control facilities deserve at least as much protection as your average airline ticket counter. We have called for armed guards at every facility in the National Airspace System, and we will continue to press forward with that request. While talk of "security assessments" puts some minds at ease, it does not ease mine. The most prudent course of action is to implement new security first and assess risk later. As I told the FAA, the four worst words in my vocabulary right now are, "I told you so."

In conjunction with our request for armed guards at all facilities, we requested the agency undertake an agency-wide counterfeit-proof identification scheme. FAA identification badges are notorious for their low production values and vulnerability. Center controllers wear blue cards, terminal controllers wear green cards,

and agency headquarters employees wear several different varieties. The only thing universal to all FAA identification is the ease with which a 10-year-old could make one with a color printer and a digital camera.

It is imperative the agency undertake immediate steps to create, produce and disseminate counterfeit-proof identification to all its employees. This could include the use of multiple photographs, holograms, fingerprints, smart card chips and any number of other features to absolutely and positively identify employees.

Likewise, the FAA should petition the Federal Emergency Management Agency to assist and coordinate the effort. In the late 1980s FEMA issued controllers cards that stated a "holder's emergency function" as an air traffic control specialist and went on to state, "The person described on this card has essential duties with the Federal Government. Request full assistance and unrestricted movement be afforded the person to whom this card is issued." In light of the irrefutable evidence concerning our very essential functions with respect to national security and national defense, this is one idea whose time has come. Again.

The talk in Washington, D.C., has turned to security matters of a different sort, with federalizing the security screeners the number one topic. This didn't have to become a partisan battle, as the Senate's 100-0 vote demonstrated several weeks ago. The Senate bill federalized the security workforce at the largest airports and gave smaller airports the option of using local or state law enforcement personnel. We think the bill is a good one, and a unanimous Senate concurred.

We support federalizing the security screeners and believe they also perform an inherently governmental function best carried out from within the safe harbor of the Federal Government. It's clear to anyone who has looked at this issue that the only option that is no longer being considered is the status quo. The airlines don't want the responsibility, and the

passengers don't trust the outcome. I hope by the time you read this the Congress will have moved a bill to the President's desk that will improve airline security measures nationwide.

As the business of our government and our union slowly inch back toward normal it is only natural to wonder what tomorrow will bring. Perhaps I'm an inveterate optimist, but I have a quiet confidence in our organization, from the NATCA national office staff to our National Executive Board and locally elected leadership, and in our ability to represent our members' interests in these vital and historical times. My confidence extends to our country's leadership and to the men and women who fight to keep us free. I strongly believe that in the end, we will prevail.

By the same token, it's imperative that we pause to remember why we carve the bird in the first place. If you're reading this column you have much to be thankful for, and many who envy you that simple pleasure. We live free in the greatest nation on the earth, and our collective voices are greater than the sum of our parts. We embrace life, liberty and we are quick to greet with open arms men and women of all races, creeds and colors who join us at democracy's table.

If you have the opportunity to bring joy to someone's world this holiday season I encourage you to take it. You will find a reward that far outweighs your investment, and you might even contribute to peace on earth and goodwill towards men. And in this day and age that, as Martha Stewart would say, is a good thing.

John S. Carr

# Staffing needs continue in the aftermath of September 11

While traffic in the U.S. is still at near pre-September 11 levels, the outside pressure to increase ATC capacity has lifted. "We can, and we should, use this time to prepare for the pressure on the system that will inevitably return," said Executive Vice President Ruth Marlin. "If we fail to staff now for future demands we may well end up with a system headed for gridlock, and staffed with trainees. We need to hire controllers today."

If current trends continue, it's only going to get worse. "In the next five to 10 years we will be looking at a large retirement wave with an accom-

panying staffing shortage," said Marlin. Sixty three percent of all NATCA controllers responded to a recent General Accounting Office survey on retirement, indicating a strong union interest in the issue. "We are looking forward to the results," said Marlin. "But in the meantime we continue to encourage the Federal Aviation Administration to increase staffing at air traffic control facilities."

The current public perception is that air travel has decreased significantly since Sept. 11. But the skies are still filled with aircraft and controllers are still overworked. "The public may not

be aware that controllers actually devote a considerable amount of time to separating and guiding business, general and military aviation in addition to commercial aircraft," stated Marlin.

And because of continually changing flight restrictions, controllers are taking on even more work.

"A well-staffed system will lead to optimal efficiency as well as safety," concluded Marlin. "It is in the best interest of the flying public that we hire more controllers, and we will continue to work with the FAA to make that happen."

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FROM THE COVER

measures to head off a shortfall.

"Our board certainly looked at this and we said, 'If there ever were a rainy day for the civil aviation industry; this is it,'" NAV CANADA President and CEO John Crichton told Canadian Press. "This is the worst crisis it's ever faced in its history."

Regardless, Canadian Air Traffic Control Association President Robert Thurger said many of his 2,100-plus members believe the company is "forcing the burden onto the backs" of its employees.

He said his members believe NAV CANADA is "trying to take advantage" of the slowdown brought on by the September 11 attacks.

Additionally, NAV CANADA is negotiating with all eight of its unions, some of whom have been without contracts for 18 months. CATCA said its latest contract expired last March.

Staffing is also a huge concern for CATCA. In an Oct. 19 statement, the union said "NAV CANADA is using the recent downturn in the aviation industry to reduce the staffing levels in units and specialties across Canada. While in a very few cases this may be justified, in most it is forcing controllers to work in positions without proper breaks or work combined sectors with increased traffic volumes."

CATCA's executive board issued guidelines for supervisors, controllers, flow controllers and controllers in non-operational units. The goal, it said, was simple, "Remember we are ONE UNION and only by working together can we ensure that ALL our licenses are protected."

Even before September 11, funding and staffing were problematic for NAV CANADA, and U.S. controllers felt the effects. In one example, Oakland Center was told a lack of funding led to Vancouver controllers' inability to work a joint oceanic airway involving Seattle and Orient-bound aircraft.

Meanwhile, in Great Britain, the situation is even more

serious for the partially privatized National Air Traffic Services, which was formed in July.

According to Independent.co.uk News, the government is under intense pressure to bail out the partnership, which is headed for a loss of 50 million pounds (\$73 million), instead of a previously predicted profit of 60 million pounds (\$87 million).

The steep downturn is attributed to the slump in air travel after September 11 as well as over-optimistic calculations by seven of Britain's biggest airlines when they formulated plans to buy 46 percent of shares in the service.

At its annual conference in November, air traffic controllers urged the government to rescue NATS and continue with a proposed new control center in Scotland. Construction is delayed for at least two years while NATS reviews its investment plan.

Iain Findlay, national aviation officer for the air traffic controllers' union Prospect - a new, 100,000-member organization formed on Nov. 1 between the Institution of Professionals, Managers and Specialists and the Engineers' and Managers' Association - told Independent.co.uk News it's the responsibility of the government to help.

"Controllers can not stand by and see a world-class service deteriorate," Findlay commented. "Just three months into privatization, we are suffering the first major cutback. Investment in vital infrastructure, such as the new air traffic control center in Scotland, must be maintained according to the original timescale to ensure capacity and safety are not affected."

NATS criticized as "speculation" a report that it might have to ask the government for financial assistance.

Speaking to BBC News Online, a NATS spokesman said the company had already implemented several cost-cutting measures, including reducing its support staff and management by 20 percent.

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takes my breath away. You took the time and energy to write a bunch of people you didn't know to tell them, 'you did a good job.'"

John Carr explained how controllers across the country grounded every commercial, business and general aviation aircraft in the sky within two hours of the attacks. "It was something never done or even considered before. We always train for the worst case, but nobody ever thought it could be on that great a scale." He also addressed some of the difficulties involved in the formidable task, "We had a hard time convincing some of the pilots we were serious."

But when one of the students asked if the controllers felt they deserved an award for what they did, Daniel replied, "No. We were just doing our jobs."

Carr, Carr and Daniel also answered questions about the profession of air traffic control. When a seventh-grader inquired whether or not they liked their jobs, Jill Carr and Daniel equated the work to a video game. "You have this big screen in front of you, and it's your job to move these planes around and get them to land safely," said Jill Carr.

"It's similar to playing video games all day," echoed Daniel.

John Carr emphasized the importance of living life unfettered by fear. "The terrorists were trying to get inside your head," he said.

*Controller Dee Daniel, Dulles Tower, fields questions from the West Hazleton local media.*



*President John Carr finds himself surrounded by students seeking his autograph.*



"I'm here to tell you don't let them. Make sure you honor the events of Sept. 11 by living the rest of your life like you did on Sept. 10."

The West Hazleton students received a pleasant surprise at the end of the assembly when Jill Carr and Daniel distributed NATCA beanie babies and information packets. Some exclaimed, "Cool!" and "Wow!" and a few even lined up to ask John Carr for his autograph.

*Controller Jill Carr, Dulles Tower, distributes NATCA "beanie" planes to the West Hazleton students.*



## NATCA works to enhance security at all FAA facilities

Spurred by an unprecedented focus on national security awareness after September 11, NATCA is making a strong push to improve security at some of the country's most important national defense installations: FAA air traffic control facilities.

NATCA is asking the FAA for armed guards at all 325 facilities and an enhancement of security features on FAA employee identification cards.

To illustrate the need, NATCA President John Carr, in an Oct. 17 appearance on NBC's "Today" show, cited a middle-sized facility in Texas, one of 180 he said does not have adequate security measures in place.

The Texas facility's security, Carr remarked, "consisted of two orange

cones and a piece of yellow tape. Overnight, a fairly significant storm had blown through and their security devices are now one parking lot over."

Carr also talked to CNN Headline News, MSNBC "The News with Brian Williams" and *The New York Times*, while Executive Vice President Ruth Marlin discussed the issue with several media outlets, including *Associated Press* and National Public Radio.

The FAA responded by stating it had reviewed security requirements at all facilities since September 11 and increased security at many facilities. In fact, controllers at tower facilities such as Minneapolis Crystal, Orlando Executive, Austin, Memphis and Daytona Beach reported improved

security.

On Oct. 30, the FAA ordered armed guards at nearly 200 facilities.

While acknowledging the developments, Carr emphasized the need for enhanced security at all facilities.

"The FAA maintains it is conducting risk assessment where security is concerned. I say, let's take care of security first and then deal with risk assessment later," Carr told *The Washington Post* on Oct. 26. "Give me a guard with a gun first, then tell me later why we don't need them."

Members with facility security concerns should contact Dale Wright at the national office ([dwright@natcad.org](mailto:dwright@natcad.org)).

# ATC SafetyNet

TECHNICAL AND SAFETY ISSUES FACING U.S. AIR TRAFFIC CONTROLLERS

November/December 2001

## 2002 Communicating for Safety Conference to take place in Kansas City

Scott Voigt

The 2001 *Communicating for Safety* Conference was cancelled due to the events of September 11 and the Conference Committee apologizes for any inconvenience.

The panels scheduled for this year would have stimulated some very interesting discussions. Luckily we are already working on bringing many of them back for the 2002 *Communicating for Safety* Conference, which will be held in Kansas City, Mo., at the Hilton Kansas City Airport from April 30 through May 1. Please plan any spring vacations accordingly and remember that attendance can count as official time. Stay tuned to the *ATC SafetyNet*, NATCA's Safety web site at [safety.natca.org](http://safety.natca.org) and the NATCA BBS for more information.

*Kansas City International Tower, at right, is just one of the two tower facilities that reside in Kansas City, Mo. There is also a tower at Kansas City Downtown.*



## ASDE-X uses two methods of radar detections, works in conjunction with AMASS technologies

Dave Rudolf

Airport Surface Detection Equipment, Model X is the Federal Aviation Administration's latest addition to surface surveillance. The "X" does not imply an experimental status; rather it refers to the use of X-band by the radar portion of the equipment.

The system uses two methods of detection. The first is primary radar, much enhanced and digitized by the radar data processor. The second is multilateration, which is essentially secondary or beacon surveillance which use multiple receivers on the

ground. When it receives a transmission from a transponder or other singling equipment the system can formulate a position of a target by using triangulation. The system requires a minimum of three receiving units to confirm a position.

ASDE-X combines the targets from both of these sources and sends them to the display, which is similar to the 20 inch Standard Terminal Automation Replacement System flat color panel. The system will then paint the target as one of six icons. If it is a radar-only target, the screen will present an unknown icon and will not tag it,

unless the controller tags it manually. If it is a vehicle with a transponder and the system recognizes it because it is on the local vehicle list, it display as a vehicle icon and have a data tag. All aircraft that are in the Automated Radar Terminal System, both local and national, show with an aircraft icon. Two of these icons exist, one for heavies, and one for all others. These will have data tags as well. The other two icons consist of a coast and a suspended target icon.

All functions of the display, such as placement of data tags, leader line  
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# A RNAV/GPS Update: Procedure design, automation, pilot

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Don Porter

After 11 years as a controller I moved from Chicago, Ill., to Washington, D.C., to begin a one-year detail as NATCA's Area Navigation/Global Positioning System representative. At my first technology representatives meeting Scott Voigt, Southwest Region safety representative and ATC Safety Net article coordinator asked me to submit an article on the status of RNAV/GPS. My first thought was to ask myself where to start,

Washington, D.C., is very different from Great Lakes Region, where I spent the last 12 months as GPS representative. There, I worked primarily with Chicago O'Hare and Midway Towers, where the Department of Aviation and its contractor ANSP have a major Satellite Navigation technology initiative under the Government Industry Partnership program. It involves Local Area Augmentation System, Automatic Dependant Surveillance - Broadcast, TIS-B, Controller Pilot Data Link Communications, Airport Surface Detection Equipment – X Band and a few others. Communication Navigation Surveillance/Air Traffic Management encompasses the National Airspace System modernization plan. It is all very interesting and controllers are bound to come across it sometime in a Federal Aviation Administration career.

The cornerstone of SatNav is the GPS system, but GPS by itself does not provide accuracy for anything other than basic point-to-point, navigation applications. To enhance the degree of precision required by air traffic control system, technologies such as Local Area Augmentation System, Wide Area Augmentation System, Automatic Dependent System – Broadcast and Traffic Information System – Broadcast can be added. These and others are not commissioned yet, it is safe to say, at least in theory, these technologies will add a great deal of functionality to the ATC system later on.

Many daunting issues face the SatNav Operational Implementation Team varying from automation to procedure design, development and certification, procedure fly-ability and pilot training, equipment certification, controller training, human factors assessment, and charting.

## Procedure Design and Development

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Charlotte Tower is one of the first facilities to use a public RNAV procedure. The Checker V DP was designed with the aid of a procedure design tool called Terminal Area Route Generation, Evaluation and Traffic Simulation. A FAA contractor, MITRE, designed TARGETS in conjunction with NATCA and the agency. It allows a facility to design its procedures for an operation by using actual facility Automated Radar Terminal System data and radar map.

The operator places waypoints where he or she wants his/her traffic to move, references traffic patterns around noise sensitive areas and TARGETS tells the controllers whether the respective legs meet design criteria such as TERPs. The tool also allows for simulation of what has been created by evaluating the design. The procedure is then sent to Flight Standards to be run through its certification process, and then to the Office of Aviation System Standards for flight check.

TARGETS is in the process of being deployed to the field. The first facilities, in addition to those included in the test, will begin to receive their training and software this month.

## Automation

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The Checker V DP's plate has a *notation* for pilots that displays the word "RNAV" on initial contact. This is due to a mechanical problem with the "drop tubes" between the tower and approach control. Without having current information from the flight progress strips or the functionality with the radar automation system to display the aircraft, the controllers have no other way to ascertain which departure the aircraft is flying. Therefore that requirement is being placed on the flight crew. As a departure controller you would think that if the aircraft is capable it would be on a RNAV procedure. However, some pilots refuse the procedure because their equipment is not working or they haven't been trained. In order to maintain proper procedure, the tubes should be fixed.

Automation is a key component to the RNAV/GPS program. It is essential these problems be solved if we are to be successful in transitioning to full satellite navigation in the NAS. Right now there is no way to convey this info via inter-facility automation and in Charlotte Douglass Tower's case no way via intra-facility automation. How are controllers, going to know which procedure an aircraft is on? Coordinating this information is a problem at every facility that is trying to bring these procedures online, such as Charlotte and McCarran Towers, Detroit Metro TRACON and Los Angeles and Cleveland Centers. Solving for automation is key. However, a National Change Proposal to change AOS' capabilities to enable changes to the host computer is in the works.

## Procedure Fly-ability and Pilot Training

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This procedure was designed with the aid of TARGETS, certified by AFS, flight checked by AVN and deemed ready for public use. US Air trained its crews extensively and everything is ready to go. The procedure started and stopped at least once prior to the last test. Charlotte designed the Checker as both a LNAV (course) and VNAV

# training and fly-ability, certification and Festina Lente

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(altitude) procedure. It begins with the first fly-over waypoint a half mile off the runway end, but gets complicated with an at or below speed assignment of 230,000 Knot Indicated Airspeed and a next fix altitude to maintain of at or below 8,000 feet for arrival traffic. The aircraft needs to be at 250k at this fix and begin climbing to 14,000 feet.

The test began again Aug. 15. Between then and Sept. 14, 218 total operations were run. Out of the 218 flights a great deal didn't check in with the *required* RNAV phraseology (the "report RNAV" requirement was one of the biggest non-compliance issues during this test procedure). More importantly, 23 flights had vertical "problems," seven of which were level offs, and 10 had lateral "problems." Some pilots, when asked by controllers, were clearly confused as to what they were supposed to be doing or where they were supposed to be, and some didn't even know what procedure they had been assigned.

Fortunately, the controllers were under an immunity memorandum of understanding. The facility had an agreement with AFS to allow them to collect data on all flights, and any/all incidents were to be investigated. Unless there was a system error or deviation AFS would take a "hands off" approach to pilot deviations/violations.

## Equipment Certification

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How do controllers know what an aircraft's capabilities are in a strip-less environment? Does a controller know what each of those equipment suffixes means? Don't we just want to know if it is capable, not how it is capable? How it is capable, and enough capability are the pilot's responsibility.

AFS is looking into the way we classify and define aircraft navigation capability and classification. Numerous manufacturers are developing navigation equipment to a very loose standard and our equipment classification (transponder suffixes) needs to be revamped. This work will begin soon.

## Analysis and Solutions

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We believe there were problems with the procedure. It was nearly shut down again, with only US Air allowed to fly it, excluding the other airlines and general aviation which had little or no training. To my knowledge, after this implementing this change there have been very few problems if any have arisen.

So, where does the problem lie? Is the procedure too complicated from a human factors standpoint? Is the chart too cluttered or complicated? Are some of these "boxes" not capable of flying this procedure? The technology rep-

resentatives decided it was time to bring AFS in with its different subject matter experts to tear the procedure and process apart, and to try and answer some of these very pressing questions.

Controllers from certifications, procedures, flight check and human factors attended the first meeting of this workgroup. It met for approximately an hour and at the end of the meeting everyone had received his or her assignments, including completion dates.

There were five areas of concentration:

- Charting - readability, standardization and usability
- Departure briefing - Emphasis on pilot/crew briefing
- FMS functionality - FMS or navigation equipment on aircraft, software issues
- Transponder suffixes - Definitions
- Operational fly-ability - Takeoff and initial climb out workload, "spike", division of attention, Crew Resource Management issues, human factors concerns such as equipment, workload, navigational and other tasks, chart clutter, NOS, procedure, high demand on working memory, climb gradient with different speed assignments, task interrupt/resumption issues and training procedures.

Analysis was not completed in the first place because Charlotte was one of the first facilities to come on line with a public use procedure. The entire workgroup was in uncharted territory. These will be lessons well learned and will teach us how to bring other procedures online in the future. More than 100 procedures are on the schedule for 2002. McCarran Tower began testing its data points yesterday and its Standard Terminal Arrival Route will follow shortly. Phoenix will come on line in February 2002, and Detroit Metro, Philadelphia, Newark, Kennedy, Dulles, Cincinnati Towers among others are already working on RNAV procedure development

## Festina Lente

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Festina Lente is a Latin proverb, that when translated means "hurry slowly." It seems to me a huge rush exists to get from today's ATC system to free flight, forcing us to go from being air traffic controllers to being air traffic and airspace managers and pilots to system managers, in an almost haphazard manner. NATCA stands firmly opposed to this approach. If ATC continues in this direction, we do so at our own peril. We need to proceed in a safe, methodical, purposeful and thoughtful fashion following the mantra of build a little, test a little. Until SatNav RNAV/GPS program is under control and well in hand, Festina Lente, because safety is the bottom line!

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length and direction or amount of windows (up to five including the main window), are set by the controller on each display. Each controller can save up to 32 preference settings, which he or she can call up with a five-digit computer entry, reducing the number of entries the controller must make when taking over a position. Controllers can also set up each window to individual preferences and save them as part of a preference set.

The first ASDE-X systems will be installed at Orlando International and Milwaukee airports. The deployment will begin in late fall of 2001 and continue through spring of 2002. Since ASDE-X is a new system, it will undergo extensive testing and validation before it is commissioned in May 2003. Currently 25 sites are scheduled to receive ASDE-X, with all systems to be commissioned by 2007. The sites are, in current priority order, Orlando, Milwaukee, Providence, Chicago - Midway, Phoenix, Fort Lauderdale, Burbank, Houston Hobby, San Antonio, Albuquerque, Raleigh Durham, Honolulu, Ontario, Indianapolis, Tampa, Windsor Locks,

## Free Air Traffic Modernization Tools booklets

The national office still has a large supply of Air Traffic Modernization Tools booklets, created this summer as a reference for technology programs in which NATCA members actively participate. If you would like a copy, please send an e-mail to NATCA's Publications Specialist Maureen Malone at [mmalone@natcadc.org](mailto:mmalone@natcadc.org) or call 202/220-9814.

Columbus, San Jose, Colorado Springs, Santa Ana, Oakland, Reno, Sacramento Metro, and San Juan Towers.

Additionally, ASDE-X will receive system enhancements, allowing it to take input from multiple sources to the fusion box. One of these sources is the current Airport Surface Detection Equipment, Model 3/Airport Movement Area Safety System. These system enhancements will be commissioned in 2004 at Charlotte Douglas Tower. Once this is successful, it is NATCA's desire to continue in a parallel effort to install this equipment at all of the ASDE 3 sites, ensuring the 59 busiest airports will have the same advanced surface sur-

veillance equipment.

Other system enhancements planned for the system include safety logic and the multiple radar inputs usability.

These technologies will be added as enhancements so controllers may field the system as soon as possible and defer the more difficult technical aspects to later systems. This approach contrasts the manner in which previous systems have been fielded; previously systems were not commissioned until all aspects of the technologies were working properly. Hopefully this new process will help move the most advanced equipment into the controllers' hands quicker.

### Regional Safety Representatives

<b>Alaskan</b> John Brown P.O. Box 60126 Fairbanks, AK Phone: 907-457-3325 <a href="mailto:cabin@mosquitonet.com">cabin@mosquitonet.com</a> PIN: 11007	<b>Central</b> Joe Parnacott 106 NW 65 Terrace Gladstone, MO 64418 Phone: 913/791-8557 Fax: 913/791-8566 <a href="mailto:pknglott@sound.net">pknglott@sound.net</a> PIN: 51002	<b>Eastern</b> Dan Lynch 444 Allendale Lane West Chester, PA 19380 Phone: 215/492-4111 Fax: 215/492-4667 <a href="mailto:Lynchings@aol.com">Lynchings@aol.com</a> PIN: 51013	<b>Great Lakes</b> Ken Kluge 712 Marshall Court Batavia, IL 60510 Phone: 630/906-8416 Fax: 630/906-8337 <a href="mailto:kenkluge@natca.org">kenkluge@natca.org</a> PIN: 14900	<b>New England</b> John Glasserman 4 Spruce Lane Essex Junction, VT 05452-4387 Phone: 802/951-6759 Fax: 802/879-2977 <a href="mailto:johnglasserman@natca.org">johnglasserman@natca.org</a> PIN: 15723
<b>Northwest Mountain</b> Vacant				
<b>Western Pacific</b> Pete Trono 29125 Devils Punch Bowl Rd. Pear Blossum, CA 93553 Phone: 805/944-1890 PIN: 51009	<b>Southern</b> Wes Stoops 2710 Hilmer Ct. Orlando, FL 32806 Phone: 407/850-7000 <a href="mailto:wstoops@natca.org">wstoops@natca.org</a> PIN: 10009	<b>Southwest</b> Scott Voigt 540 Timber Ridge Drive Trophy Club, TX 76262 Phone: 817/491-2699 Fax: 817/491-2799 <a href="mailto:svoigt11@charter.net">svoigt11@charter.net</a> PIN: 18200	<b>Chair</b> Wade Stanfield 1325 Massachusetts Ave. N.W. Washington, D.C. 20005 Phone: 202/628-5451 Fax: 202/628-5767 <a href="mailto:wstanfield@natca.org">wstanfield@natca.org</a> PIN: 51001	<b>National Office</b> Bill Blackmer 1325 Massachusetts Ave. N.W. Washington, D.C. 20005 Phone: 202/628-5451 Fax: 202/628-5767 <a href="mailto:bblackmer@natcadc.org">bblackmer@natcadc.org</a> PIN: 64841

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**Maureen Malone**, Editor and Photographer  
**Email:** [mmalone@natcadc.org](mailto:mmalone@natcadc.org)  
**Phone:** 202/220-9814  
**Scott Voigt**, Article Coordinator  
**Email:** [svoigt11@charter.net](mailto:svoigt11@charter.net)  
**John Carr**, Publisher ([jcarr@natcadc.org](mailto:jcarr@natcadc.org))

# Sunshine State Shootout: NATCA members help make Southern Region charity golf tournament a success

It may sound like a great deal of fun, and it is, but the union members and guests who attended the 4th Annual Sunshine State Shootout at the Jacaranda Golf Club in Fort Lauderdale, Fla., were also contributing to a very worthy cause. The event's proceeds went to the Ann Storck Center, a local non-profit human service organization that benefits individuals with severe and multiple developmental disabilities.

"When (Southern Region Vice President) Rodney Turner and I were looking for a charity to benefit, we wanted it to be something small and in the local area where we could really make a difference," said Tournament Chairman Don

Dunivant.

And the tournament did benefit the center, raising \$7,000. "It's just a drop in the bucket," said Turner. "But everyone has to start somewhere."

Some of the activities during the event included a catered pool party sponsored by Dental Plans, Inc. and a luncheon after the tournament, sponsored by the American Association of Orthodontists, where Turner and Dunivant gave away prizes that ranged from airline tickets supplied by Virgin, Southwest, USAir and Frontier airlines and Biscayne Helicopters and Signature Aviation to golf umbrellas and t-shirts. Several local and corporate sponsors also gave prizes and cash donations.



(l to r) Southern Region Vice President Rodney Turner, Ann Storck Center Executive Director James McGuire and Executive Vice President Ruth Marlin stop to smile during a tour of the Ann Storck Center.

"It was a great time as always," remarked Dunivant. "I look forward to raising even more money and having even more fun next year."



Turner and Tournament Director Don Dunivant of Orlando Tower give out door prizes at the golf luncheon.

(l to r) Mike Davenport and Don Smith of Dental Plans, Inc., Chris Liese of the American Association of Orthodontists and Dunivant enjoy the sun and food at the pool party.



An outside shot of the Ann Storck Center's Gizmo House, a high-tech, computerized "smart home" that allows its residents independent living.



Donny David of Orlando Tower and Marlin show off the various door prizes at the pool party.



Four golfers enjoy the refreshments and wonderful weather at the pool party.



Debbie Davenport of Dental Plans, Inc. holds up her prize at the golf luncheon. The golf umbrellas held either airline tickets or gag gifts such as a rubber chickens.



(l to r) Scott Burks and Joe Ryba of Dallas/Fort Worth Tower join Roy Doolittle of Orlando Tower at the pool party.

# A broad spectrum: a closer look at one of the union's many bargaining units

*This is part one of a series that will describe all of NATCA's varied 13 bargaining units and explain how they all fit together into one unified front.*

Since 1987, NATCA has represented over 15,000 air traffic controllers around the nation with honor and dignity. Because of its outstanding reputation, the union's influence streams to many other sectors of the aviation world. Not only does NATCA go to bat for air traffic controllers, but it also extends a welcoming hand to 13 other bargaining units including traffic management coordinators and budget and financial analysts. One of the unprecedented divisions the union represents is the occupational health nurses, occupational health specialists and medical program assistants.

This group of 30 employees at regional Federal Aviation Administration offices, en route centers and the Mike Monroney Aeronautical Center in Okalahoma City, Okla., work diligently to assist physicians in keeping air traffic controllers and all other FAA employees

in good health. They also have first hand knowledge of procedures related to FAA-mandated physicals.

The occupational health nurses and specialists' duties include air traffic controller medical certification, pilot certification and aircraft accident investigation. Members help physicians and their staff by answering questions dealing with problem cases with various pilot needs and medical conditions.

Acting as a physicians' right hand, the medical program assistants provide administrative support in the medical field offices and regional offices. They review physical examinations, quarterly and monthly reports, maintain medical records and are knowledgeable in all areas of the aerospace medical programs.

This division also implements a myriad of programs that help keep air traffic controllers abreast of new developments in medicine. For example, the Health Awareness Program focuses on topics such as blood screening, dieting and cancer. Controllers are continuously updated on medical issues through lectures and health conscious

literature. The bargaining unit also manages the Aviation Medical Examiner Program, which allows physicians with a strong interest in aviation to receive training under the same circumstances as the bargaining unit and conduct physicals and pilot exams according FAA guidelines.

While handling examinations and gathering information for its next program, the bargaining unit continues negotiations with NATCA. After winning 90 percent of the vote, NATCA received certification from the Federal Labor Relations Authority on Aug. 23, 2000. Although there is currently no interim agreement, Patrick Corcoran, the group's national representative, feels very confident about NATCA's efforts. "Compliments are in order to President Emeritus Barry Krasner, Labor Relations Director Bob Taylor and Labor Relations Research Staff Representative Shannon Grant and Staff Representative Melinda Kim. They are very professional, knowledge and extremely helpful in guiding us through this process."

## NEWSWIRE

### NATCA National Retirement Workgroup

The union's National Retirement Workgroup met recently in Washington, D.C. The group, which consists of Northwest Mountain Region Vice President Carol Branaman, Chicago TRACON President Ray Gibbons and former Miami Center President Andy Cantwell, focuses on forcing the agency to comply with Article 41 of the 1998 Contract Bargaining Agreement. It also provides briefings and resources about retirement to the bargaining units.

The group identified a portion of the FAA web site devoted to human resources. It has extensive information on retirement benefits, including a fairly accurate annuity calculator for both the Civil Service Retirement System and the Federal Employees Retirement System. The URL for the mail area of the site is [www.faa.gov/ahr/Life/Retire](http://www.faa.gov/ahr/Life/Retire), for Frequently Asked Questions, [www.opm.gov/retire/html/faqs](http://www.opm.gov/retire/html/faqs); for the retirement calculator, [www.seniors.gov/fedcalc](http://www.seniors.gov/fedcalc) and for the human resources department, [www.faa.gov/ahr](http://www.faa.gov/ahr).

Stay tuned for updates on the group's findings.

### Holiday Community Service Program

It's that time of year again! While sharing the joys of the

holidays with family and friends, why not warm the hearts of others who are less fortunate by volunteering to a worthy cause. And don't keep these good deeds a secret; share them with fellow NATCA members. Outstanding volunteers will be showcased in the January/February edition of *The Air Traffic Controller*.

If interested in submitting community service projects, please include the following information: name, address, facility, home and work phone number, volunteer organization, hours of service, local or national publicity, brief description and photographs. Please mail to Communications Specialist Kendal Guinn at the national office or e-mail at [kguinn@nat-cadc.org](mailto:kguinn@nat-cadc.org).

### NATCA History Project Rolls On

During the past eight months, Author Paul McElroy has interviewed more than 120 controllers and others across the country who helped form NATCA and make the union what it is today.

The interviews have yielded a treasure trove of perspectives about the union's remarkable progress. McElroy would appreciate hearing from anyone who has documentation about organizing activities leading up to NATCA's certification. Please contact him via e-mail at [paul@japphire.com](mailto:paul@japphire.com).

### Indefinite Suspension for Off-Duty Misconduct Sustained

At a recent hearing, Arbitrator Daniel Winograd reviewed a grievance filed against the suspension of an off-duty bargaining unit employee for alleged misconduct. The agency argued it was justified in the decision to indefinitely suspend the grievance because there was an ascertainable end to the suspension. The union reasoned a connection between the incident and the controller's ability to perform his duties did not exist and the reputation of the employee's facility was not affected. The arbitrator concluded, "The agency failed to

establish a nexus between the grievant's misconduct and his job duties or the ability of the agency to accomplish its mission." He further concluded that the grievant should be reinstated and paid any lost wages and benefits.

### Arbitration Regarding Shift Change Request Denied

In a recent arbitration, NATCA and the Federal Aviation Administration argued the role of operational requirements when an employee requests a shift change. Does the agency have the right to determine the opera-

tional requirements of both an employee's regularly scheduled and requested shift, or can they only consider the impact a change will have on the vacated shift?

The union contended that Article 32, Section 5 of the Contract Bargaining Agreement grants an employee a shift change request, as long it is consistent with Article 99 for the employee's regularly scheduled shift. NATCA also argued work always needs to be done in an air traffic control facility and Article 17 allows the agency to assign work outside an employee's normal duties.

The agency maintained Article 99 should be applied for both the employee's regularly scheduled and requested shift. The FAA went on to state the request could be denied if meaningful work is available for the employee to perform.

Arbitrator Carol Zamperini relied on management's inherent right to hire, assign and schedule employees under Article 5 of the CBA and Title 5 of the United States Code. Zamperini said she found, "...nothing in the current language that limits consideration of the operational requirements to the shift being vacated." However, Zamperini did state in her decision that, "...she believes the agency cannot refuse to allow an employee to change shifts if the vacating shift is properly staffed and there is meaningful work available on the receiving shift. The decision should not be based on the number of controllers scheduled but on work available." Zamperini denied the grievance based on the fact that "...there was no concrete evidence that work was available."

### Operational Error Reduction Plan Arbitration Sustained in Part

Arbitrator Irwin Dean recently reviewed a case regarding the agency's failure to implement the Operational Error Reduction Plan Memorandum of Understanding from July 26, 1999. Article 21, Section 4 of

*continued on page 8*

### Recently signed memoranda of understanding:

Controller Pilot Data Link Communications Training at Miami Center	Aug. 7
Reclass Grievance Settlements	Aug. 7
Controller Incentive Pay Agreement with Attachment A	Aug. 8
CIP for Air Traffic Control Systems Command Center	Aug. 8
Andrews Air Force Base CIP Settlement	Aug. 8
Safe Flight 21 Technology Integrated Product Team Liaison	Aug. 9
ANI 01 Alignment Plan	Aug.16
Testing and Implementation of Software Change BCC-20 for Display System Replacement	Aug. 20
Runway Incursion Devise Workgroup Charter	Aug. 21
Extension of the Alternate Dispute Resolution Process under Articles 8 and 9	Aug. 22
Next Generation Weather Radar/Weather and Radar Processor Stage 1, Phase 2	Aug. 23
National Airspace System New Chokepoints Sectors	Aug. 24
Performance Management System in the Regions and Centers	Aug. 30
Area Navigation Routes to Replace J58/86 in the Gulf of Mexico	Sept. 4
AOS-300 National Liaison	Sept. 5
JANUS Technique for Collecting Operational Error/Deviation Data	Sept. 5
Fire Alarms in all Air Route Traffic Control Centers	Sept.18
National Automation Terminal Radar System Software Change – Revision 27	Oct. 2
Temporary Duty Travel Voucher Processing Implementation Plan	Oct. 3
Airfield Driver Training – Grievance Settlement	Oct. 3
Airport Movement Area Safety System Impact and Implementation	Oct. 9
Host Computer System Software Release A5f1.2	Oct. 11
Operational Demo of Stand Alone Tower Display Systems at Prescott and Vero Beach Towers	Oct. 12
Engineers/Architects Career Level Descriptors	Oct. 18
User Request Evaluation Tool Core Capability Limited	
Deployment Section 27	Oct. 22
FAA Order 7110.79D	Oct. 26
FAA Order 7100.9C	Oct. 26
En Route Information Display System at Salt Lake, Boston,	

continued from page 7

the Contract Bargaining Agreement states the union and the agency must agree to meet and develop an Operational Error Reduction Plan in accordance with Federal Aviation Administration Order 7210.56.

In May 1998, the agency served notice it was developing a plan. After multiple written exchanges and proposals, NATCA

and the FAA agreed on a plan in July 1999 that called for increased management staffing. The agency did not implement this until November 2000, resulting in the loss of substantial overtime opportunities and Controller-in-Charge premium pay for its employees. In addition, because of the delay, many members were charged with committing operational errors and deviations. The agency

argued the postponement was due to lack of resources. Dean directed the agency to fully comply with the MOU and remanded individual operational error charges for further review. The agency will bear the burden of proof that any failure to implement the plan was a potential cause of an error. Dean did not sustain the union's claims for monetary relief for lost overtime and CIC pay.

### NATCA National Executive Board

<b>Alaskan</b> Ricky Thompson P.O. Box 233291 Anchorage, AK 99523 Phone: (907) 346-3372 Fax: (907) 346-3373 rnatca@pobox.alaska.net PIN: 11001	<b>Central</b> John Tune 27094 Hospital Dr. Paola, KS 66071 Phone: (913) 294-2861 Fax: (913) 557-9966 jtune@natca.org PIN: 12001	<b>Eastern</b> Joseph Fruscella 370 Vanderbilt Motor Pkwy., Suite 2 Hauppauge, NY 11788 Phone: (631)436-7457 Fax: (631)436-7520 natcafuse@aol.com PIN: 13001	<b>Great Lakes</b> Pat Forrey 1910 Highland, Suite 210 Lombard, IL 60148 Chicago Phone: (630)268-8430 Chicago Fax: (630)268-8476 Cleveland Phone:(440) 930-7801 Cleveland Fax: (440) 930-7802 nglrvp@mediaone.net PIN: 14000	<b>New England</b> Mike Blake 20A Northwest Blvd. Suite 226 Nashua, NH 03063 Phone: (603) 673-7443 Fax: (603) 673-3432 mikepappa@aol.com PIN: 15001
<b>Northwest Mountain</b> Carol Branaman PO Box 2250 Monument, CO 80132 Phone: (719) 487-7711 Fax: (719) 487-7722 carolrvp@earthlink.net PIN: 16001	<b>Southern</b> Rodney Turner 100 Hartsfield Centre Pkwy. Suite 510 Atlanta, GA 30354 Phone: (404) 766-3118 Fax: (404) 766-4265 nsorvp@natca.org PIN: 17001	<b>Southwest</b> Mark Pallone 1001 W. Eules Blvd. Suite 215 Eules, TX 76040 Phone: (817) 540-6661 Fax: (817) 354-8589 nswrvp@swbell.net PIN: 18001	<b>Western Pacific</b> Kevin McGrath 5230 Carroll Canyon Rd. Suite 210 San Diego, CA 92121 Phone: (858) 453-5225 Fax: (858) 453-5256 nwprvp@natca.org PIN: 19001	<b>Engineers &amp; Architects</b> Jim D'Agati 231 W. Main Street Suite 207 Carpentersville, IL 60110 Phone: (847) 551-3320 Fax: (847) 551-3396 jdagati@natca.org PIN: 32000

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 Phone: 202/628-5451 Fax: 202/628-5767 Web: www.natca.org

**Maureen Malone**, Editor and Photographer  
 E-mail: mmalone@natcadcd.org  
 Phone: 202/220-9814  
**John Carr**, Publisher (jcarr@natcadcd.org)  
**Courtney Porter**, Executive Editor  
 (cporter@natcadcd.org)



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