



MONDAY, MARCH 20

- 7:30 a.m.
Registration
- 12:00 p.m.
Welcome | Steve Hansen,
NATCA Safety Committee Chair
- 12:15 p.m.
Keynote Address | Paul Rinaldi,
NATCA President
- 12:45 p.m.
Keynote Address | Teri Bristol,
Chief Operating Officer, ATO
- 1:00 p.m.
Panel | Improving Safety
Through Collaboration
- 2:30 p.m.
Break
- 3:15 p.m.
Panel | NextGen Implementation
Challenges and Successes
- 4:45 p.m.
Meet & Greet | CFS Sponsors &
Exhibitors
- 5:00 p.m.
Partnership for Safety
Demonstration
- 5:00 p.m.
ATO Operational Contingency
Group (ATOC) Presentation

For full agenda, see page 16

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Welcome to Communicating for Safety 2017!

Welcome to Communicating For Safety 2017! On behalf of the National Air Traffic Controllers Association, we thank you for your attendance and commitment to collaboration, dialogue, and continuous improvement in aviation safety. We count on every one of you to contribute to the conference dialogue to ensure that we continue to run the safest, most efficient airspace in the world as we expand and grow.

CFS is the premiere aviation safety conference. With nearly 1,500 attendees for the past two years, CFS has become an essential opportunity for members of the aviation community – including industry stakeholders, pilots, Federal Aviation Administration (FAA) leadership, and of course, air traffic controllers and aviation safety professionals – to come together and discuss the most relevant topics in aviation safety.

Each year, we welcome a host of fascinating experts, speakers, and panelists, and 2017 is no different. For the fourth year, we welcome Gordon Graham back to the CFS stage to discuss risk management in his engaging style. We will gain insight into media coverage of aviation with an interview with ABC transportation correspondent David Kerley, and hear the remarkable story of pilot Jessica Cox. We will hear from several keynote speakers including FAA Air Traffic Organization (ATO) Chief Operating Officer (COO) Teri Bristol, NTSB Chairman Christopher Hart, RTCA President Margaret Jenny, and FAA Administrator Michael Huerta. We will have panels on topics including the popular pilot-controller communications, the ongoing programs making NextGen a reality, myths and facts surrounding weather, and how government regulations and policies can affect aviation safety, efficiency, and growth.

The safety professionals we represent constantly rise to difficult challenges and uncertain circumstances, providing reliable service and staying calm, collected, and coordinated in emergency situations. We will conclude the conference on Wednesday evening by honoring an individual or group from each of NATCA's nine geographical regions who stepped up when it was needed most and provided life-saving ATC services. These individuals represent the best of our profession.

It is essential that we continue to provide these services in the face of challenges, confusion, and complacency. By working through collaboration and focusing on the operation, we will be certain to continue to run the safest, most efficient system in the world. It is our hope that the relationships formed here will provide the basis to work together to achieve a shared vision. Have a wonderful time at the conference, learn from each other, and keep the conversation going.



Bristol to Introduce Today's Collaboration Panel



Teri Bristol
Chief Operating Officer
Air Traffic Organization

Teri Bristol, Chief Operating Officer (COO) of the Federal Aviation Administration (FAA) Air Traffic Organization (ATO), will open today's collaboration panel with remarks on the progress that has been made by the FAA and NATCA.

Bristol has stressed this progress in other remarks she has made to employees and the aviation community throughout her tenure as COO. For example, in a Labor Day message to ATO employees last year, she celebrated what she called, "the strong and continuous collaboration" the Agency enjoys with its labor partners that, "is helping us to accomplish our mission to ensure the safest, most efficient aerospace system in the world."

"At the FAA, we work with our labor partners on numerous safety, workplace and modernization efforts," Bristol wrote. "In support of our proactive safety culture, we've developed programs and campaigns such as the Air Traffic Safety Action Program, Recurrent Training, Take a Stand for Safety, Turn Off Tune In and

Fully Charged. We're also in the process of developing the RESPECT campaign to establish and maintain an environment of mutual dignity, support and respect between all individuals that work to protect the NAS. We collaborate on many modernization efforts such as TAMR, Data Communications, NAS Voice System and others."

Just two months prior to that, Bristol joined NATCA President Paul Rinaldi, NATCA Executive Vice President Trish Gilbert, NATCA Eastern Regional Vice President Dean Iacopelli, and FAA ATO Vice President Tim Arel in a video marking the new NATCA-FAA collective bargaining agreement covering air traffic controllers, NOTAM specialists, traffic management unit employees, and Alaskan Flight Service specialists.

The contract teams for both sides became the first to establish an article within a contract solely about collaboration. It incorporates all of the collaborative principles and processes we have worked hard to establish, and will provide stability for the workforce through 2022. Collaboration is not simply a memorandum of understanding, the parties agreed. It is a practice that has been fostered by NATCA and the FAA for the last five years, and is now memorialized by the contract.

"Most of the changes you will see in the contract really reflect just a change of acknowledging the way we have been working for quite some time," Bristol said when the contract was signed.

Last October, at a banquet honoring Rinaldi with the Air Traffic Control Association's Glen A. Gilbert Award, Bristol praised the important role that Rinaldi and NATCA have played in building and growing the success of what she called, "a culture of collaboration."

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PANEL PREVIEW: Improving Safety Through Collaboration

✈ Monday, March 20 • 1:00 p.m.

MODERATORS:

Phil Hughes, National Lead for Collaboration, NATCA
Tammy Burroughs, Manager, ATO Collaboration, FAA

PANELISTS:

- Chrissy Padgett, NATCA Safety Committee, Partnership for Safety Rep
- Ernesto Lasen, Safety Programs Manager, ATO
- Fred Naujoks, SFO Facility Rep, NATCA
- Dawn Cawrse, SFO Support Manager, ATO
- Jay Barrett, NATCA Safety Committee, Human Performance Rep
- Jason Demagalski, Human Performance Manager, ATO
- Brandon Miller, PCT Facility Rep, NATCA
- Stephen Smith, PCT Manager, ATO
- Al Arcese, ATSAP X ERC Member, NATCA
- Cliff Rustad, ATSAP X ERC Member, ATO

The panelists will discuss collaborative safety successes and challenges. Topics will include Partnership for Safety initiatives, local safety councils, and how facilities can use collaboration to deal with common issues like staffing.

Hughes says Miller offers a great collaboration lesson because his challenge as a new FacRep at PCT was “walking into a great relationship and keeping the bar at that level,” due to the efforts made by his predecessor, Matt Sullivan. “It’s about relationship building,” Hughes added. “Just because you’re at a good facility, you still have to work at it. It’s not a light switch.”

“How do you instill that [collaboration] at your facility?” Burroughs said. “How do you push it down to everyone at the facility and make it sustainable? That’s what we will explore.”

Hughes said the FAA and NATCA are approaching what he called the “sweet spot” in collaboration. “It takes five to seven years for a cultural change in any organization to occur,” he said. “It’s now starting to be accepted and embraced.”

Added Burroughs: “We’re starting to see facilities where it is just what they do. We’re starting to see that it’s less like a program and more of how they do business.”

By relaying best practices, personal experiences, and concrete examples of success, Hughes said his hope for the panel is that CFS attendees come away inspired. “We want to challenge the audience to say, ‘you too can be up here next year.’”

PANEL PREVIEW: NextGen Implementation Challenges and Successes

✈ Monday, March 20 • 3:00 p.m.

MODERATORS:

Jim Ullmann, Director of Safety and Technology, NATCA
Kris Burnham, Vice President, Program Management Organization, FAA

PANELISTS:

- Mark McKelligan, Deputy Director, Safety and Technology, NATCA
- Donna Creasap, PhD, PBN Programs and Policy Group Manager, ATO
- Tom Adcock, Training Rep, NATCA
- Abi Smith, Director, Technical Training, ATO
- Jeff Woods, Program Management Organization Rep, NATCA
- Steve Reynolds, En Route and Oceanic Second Level Engineering Group Manager, ATO
- Steve Hansen, Chairman, National Safety Committee, NATCA
- Terry Biggio, Vice President, Safety and Technical Training, FAA
- Mike MacDonald, Region X Vice President, NATCA
- Vaughn Turner, Vice President, Technical Operations, FAA

NextGen initiatives already are modernizing the National Airspace System (NAS) with new, safe, and effective equipment and procedures. The program seeks to apply all available data and research to develop new technologies to modernize the NAS while maintaining the highest standard of safety.

Today, a panel of distinguished experts will give their perspectives on the challenges of implementing multiple new technologies and procedures in the NAS, the impact on facilities, and how – through collaboration on NextGen initiatives – we can all advance the NAS.

NATCA Director of Safety and Technology Jim Ullmann and FAA Vice President of the Program Management Office Kristen Burnham will moderate the panel.

“Kristen and I are excited for this panel,” said Ullmann. “The vast experience and collaborative working relationships of the panel members should make for interesting conversation. This panel will explore the current state of NextGen implementation and the importance of solid working relationships. We will discuss lessons learned from some recent successes, and take an in-depth look into some of the challenges that lie ahead.”

In collaboration with NATCA and industry stakeholders, the FAA has delivered \$2.7 billion in benefits to date, completing 103 commitments of the NextGen and NextGen Advisory Committee Prioritization Plan. The Agency is on or ahead of schedule with some of the most critical programs. NextGen progress across the NAS includes advancements in communications programs, surveillance, automation, integration and information management, and airspace efficiency optimization efforts in several key locations as part of the Metroplex program.

GRAND BENEFACTOR SPOTLIGHT:

Raytheon

Raytheon Company is proud to be Communicating For Safety (CFS) 2017’s Grand Benefactor Sponsor. Raytheon returns to Vegas with an expanded and exciting exhibit that showcases two of its newest and most notable air traffic control products – Standard Terminal Automation Replacement System (STARS) ELITE and the NextGen Weather Processor. They are also at CFS to listen.

“We appreciate the chance to have unfettered access to the operational controllers,” said Dan Hanlon, Raytheon’s Director of Federal, Civil & Homeland Security, U.S. Business Development. “It allows us to sit down and talk to them and listen. Our engineers and leadership have a chance to hear their thoughts. We write down what’s said and take it back with us. CFS gives us a chance to hear what’s important to controllers and it’s about the only place where that’s available. It’s really important.”

With more than 63,000 employees worldwide, Raytheon has over 60 years of experience in developing, deploying, and supporting air traffic management solutions for global, civil, and military agencies.

It has collaborated with NATCA and the Federal Aviation Administration to successfully deploy new consoles as part of the Terminal Automation Modernization and Replacement (TAMR) program. At CFS, Raytheon invites controllers to visit their exhibit booths (101

and 103) and test run scenarios on their full STARS ELITE (Enhanced Local Integrated Tower Equipment) console. For controllers at the more than 50 sites remaining on the deployment waterfall, it’s a great chance to see what is coming to their facility.

“We see CFS as a key part of our partnership. It gives us a lot of very good, instant collaboration in exchange with the user,” said Bob Meyer, Director, Business Development, Raytheon Air Traffic Systems. “It keeps us ensuring that for the end user, the equipment is truly what they want and what they need to do their mission. That’s one of the things that keeps us coming back.”

CFS marks the first time Raytheon is showcasing the NextGen Weather Processor. It identifies terminal and en route safety hazards, and provides translated weather information needed to predict route blockage and airspace capacity constraints. “We want feedback on the look and feel of it,” Meyer said.

In addition, during the award luncheon on Tuesday, Raytheon will present its Controller of the Year Award for the fifth straight year at CFS. “We recognize the huge strides that NATCA has made toward promoting and enhancing safety,” Hanlon said. “We recognize that and want to be a part of it. We want to encourage it.”

Collaboration: The Key to NextGen Progress



Jim Ullmann

Director, NATCA Safety and Technology Department

On behalf of NATCA's Safety and Technology Department, we're glad you're here at Communicating For Safety! Air traffic control is the ultimate team "sport," and this week is another great opportunity for NATCA to work with aviation industry partners, pilots, and government representatives to contribute to the safety, growth, and efficiency of our nation's air traffic control system.

Much has changed since we last met at CFS in March 2016, and NATCA strives to be a highly respected organization whose opinion and insight is sought after by many stakeholders in the aviation community. The value of collaborating with the FAA and others in the aviation industry has proven to be extremely beneficial to our workforce and has led to the implementation of numerous NextGen programs.

As you may be aware, we are facing an air traffic controller staffing crisis that will ultimately take some years to resolve. The shortage, combined with the success NATCA has had in working on numerous projects designed to improve the efficiency of the National Airspace System, undoubtedly has caused some in our membership to question the effect on staffing at the facility level. The pressure on our facilities to release qualified NATCA representatives and subject matter experts (SMEs) is measurable, but our continued participation also holds great value. To that end, we have recently improved the way we directly communicate open solicitations for subject matter expertise to the membership. The goal is to increase the participation of the frontline workforce in these key positions.

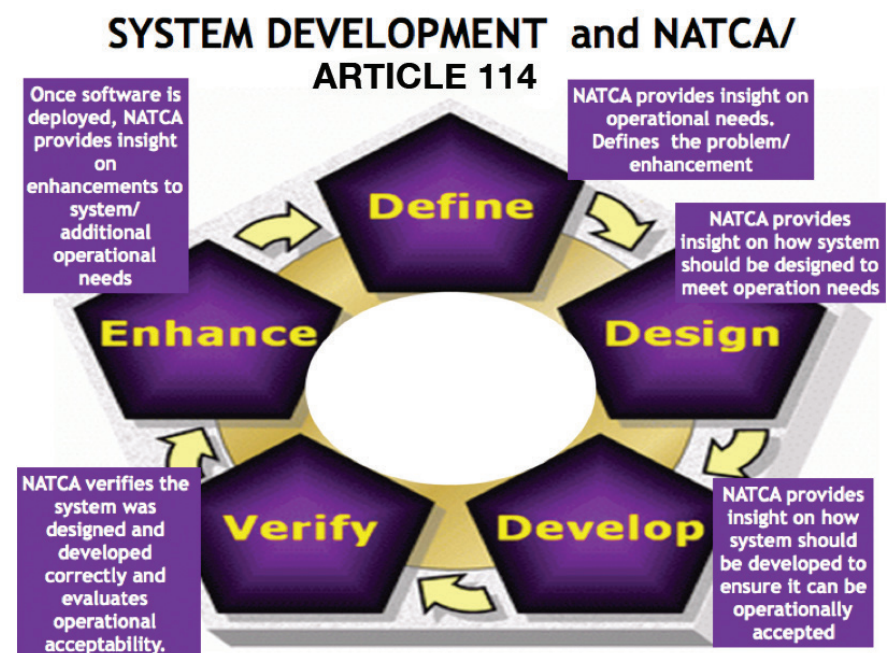
Based on recent successes, the FAA is asking NATCA to work on many ongoing and new programs. Our value comes in ensuring the people who work airplanes every day – and our other valuable aviation experts in the field – have a say in the implementation of new technologies and procedures. As many of you are aware, a vast majority of new projects and the development of new procedures do not happen quickly. Many programs take years between design, development, verification, implementation, and then future enhancements. It is not unusual for some of these projects to have a 5-to-10 year lifespan.

When taken from the view of just a few programs, NATCA's involvement may not seem to be a huge strain on the workforce. However, when considering we are involved in somewhere between 50-to-70 programs at any given time, the effect is clear. Beyond that, some of the bigger projects, like ERAM, TAMR, and Data Comm, require involvement from many NATCA Reps and SMEs for development, testing, and implementation.

As an air traffic controller for over 26 years, and with the history of being a NATCA Representative at several different levels, I understand the frustration that some may feel at already under-staffed facilities. I would ask everyone to understand and consider the value the frontline workforce brings to the work that takes them away from their home facilities.

As a former member of NATCA's Executive Board, I know the value our organization brings to collaboration. It is the best way to do business and has greatly benefitted our workforce. In fact, there is an article in the 2016 CBA solely about collaboration, showing just how much we value collaboration. I encourage everyone to spend a few minutes reading the language contained in Article 114 and think about the amazing value of having that language in a Collective Bargaining Agreement. Collaboration is not always easy and takes time and resources. However, it is the best way to operate when we are afforded the opportunity.

We must continue to work hard to balance the duties asked of us as a collaborative stakeholder on many levels, and the job of running the busiest, safest, and most efficient airspace system in the world. NATCA's Safety and Technology Department stands ready to answer your questions (see below for our contact information) on anything and everything related to safety and technology.



FAA SPIRAL SYSTEM DEVELOPMENT



NATCA SAFETY & TECHNOLOGY DEPARTMENT

Director of Safety and Technology
Jim Ullmann
202/628.5451 ext 4803
jullmann@natcad.org

Deputy Director of Safety and Technology
Mark McKelligan
202/628.5451 ext 4810
mmckelligan@natcad.org

Terminal Technology Coordinator
Bill Geoghagen
202/628.5451 ext 4840
bgeoghagen@natcad.org

En Route Technology Coordinator
Mark Prestrude
202/628.5451 ext 4842
mprestrude@natcad.org

Technical Representative Liaison
Robert Utley
202/628.5451 ext 4836
rutley@natcad.org

Administrative Assistant
Pauline Hines
202/628.5451 ext 4846
phines@natcad.org

New NATCA Safety and Technology Leadership Council

NATCA has created a Safety and Technology Leadership Council (NSTLC). This ad hoc committee authorized by the NATCA National Executive Board is the union's nexus for all safety issues.

The purpose of the NSTLC is to be the focal point for NATCA on all safety issues, procedural changes, technology development and implementation, airspace modernization, and all associated training needs. The NSTLC will identify the safety training needs of the workforce and take steps to address those needs.

The NSTLC is made up of the following NATCA employees and representatives:

- National Safety Committee Chair: Steve Hansen
- Director of Safety and Technology: Jim Ullmann
- Deputy Director of Safety and Technology: Mark McKelligan
- National Training Representative: Tom Adcock
- National Airspace Representative: Jim Davis
- National Program Management Organization Office (PMO) Rep: Jeff Woods
- National NextGen Representative: Kevin McLaughlin
- National Procedures Representative: Andy Marosvari
- National Executive Board Member: Kevin Peterson

Ullmann said, "In the year this team has been in existence, I believe the NATCA Safety and Technology Leadership Council has proved to be a valuable team and gives NATCA the opportunity to ensure the best decisions are made for our membership and our organization." "This team works directly with NATCA's Executive Board on all matters concerning Safety and Technology including, at times, discussions and decisions on formal NATCA policy. It is of great benefit to have the many different NATCA Article 114 Reps as members of this team, as there are many times when issues arise that cross over and affect several different programs."

Hansen and Ullmann serve as co-chairs of the NSTLC, which provides oversight to the NSC.

The NSTLC meets on a monthly basis or more often as deemed necessary by the members of the NSTLC, NATCA President, or Executive Vice President.

Hansen added, "Given the large amount of topics our Article 114 Representatives and others deal with, we created the NSTLC to ensure that we can continue to focus on the priorities of NATCA and ensure the needs of the membership are met on issues dealing with safety, training, procedures, airspace, and technology."

National Safety Committee Changes

The NATCA National Safety Committee (NSC) has undergone several notable changes since last year's Communicating For Safety (CFS).

At the 16th Biennial Convention in San Diego last summer, the convention body passed an amendment to the NATCA Constitution (A16-01) to restructure NSC membership positions by subject matter expertise rather than by facility type.

The NSC positions and NATCA representatives currently working in those positions are listed below.

"We made the change as part of a bigger change that included the creation of the National Safety and Technology Leadership Council and splitting off the CFS planning committee," said NSC Chairman Steve Hansen. "The change resulted

from the expansion of the Article 114 reps and additional staffing in the Safety and Technology Department."

With the expansion of the Article 114 reps, the subject matter expertise (SME) previously on the NSC was outdated, Hansen said.

"It needed to be updated with more relevant SMEs, as most of the SMEs that were on the NSC were overtaken by numerous Article 114 reps doing the work on a daily basis," he said.

"I would like to say thank you to all the former NSC members and all the hard work they did while on the Committee," Hansen added.



NATCA NATIONAL SAFETY COMMITTEE

Chairman

Steve Hansen, ZDC
505/715.3979
steve.hansen@natca.net

Voluntary Safety Reporting Programs Rep.

Mike Blake, ZBW
603/218.9747
mblake@natca.net

Aircraft Certification Rep.

Mike Collins, Region X
425/227.2689
mcollins@natca.net

Region X Rep.

Don Schmeichel, Region X
425/227.2395
dschmeichel@natca.net

Pilot/Controller Liaison

Danny Aguerre, ZMA
954/309.8514
dannynatca@aol.com

Partnership for Safety Rep.

Chrissy Padgett, ZDC
703/732.9563
cpadgett@natca.net

Safety Management System Rep.

Micah Maziar, TOL
419/481.0741
micah@mzwp.com

Air Safety Investigations Chair

Chad Sneve, A80
678/464.3036
csneve@natca.net

Service Area Safety Rep.

Dean Lacharite, ZFW
214/395.5722
dlacharite@natca.net

Runway Safety

Bridget Gee, DFW
210/240.4777
runwaysafety@natca.net

Human Performance

Jay Barrett, MIA
305/394.7401
humanperformance@natca.net

Mentorship Program

Brandon Miller, PCT
bmiller@natca.net

Mentorship Program

Jennie Sandland
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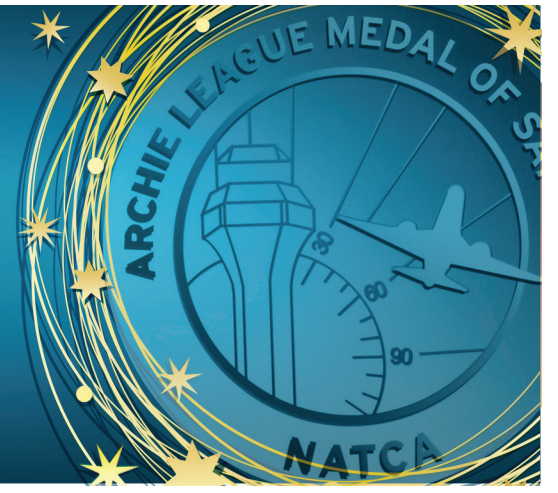
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13TH ANNUAL ARCHIE LEAGUE Medal of Safety Awards



NATCA is proud to recognize its 2017 Archie League Medal of Safety Award recipients. Named for the first air traffic controller, the Archie League Medal of Safety Award honors air traffic controllers who have performed life-saving work in the previous calendar year.

Air traffic controllers juggle a variety of variables and complex scenarios. Successful air traffic controllers adapt to ever-changing situations while keeping their composure. As a result of their commitment to perfection, the National Airspace System is the safest in the world.

Each honoree faced a unique situation in which their ability to think quickly and remain calm under pressure was tested. Each of these remarkable individuals will say they were “just doing their job,” but their work is extraordinary, and NATCA honors it with this prestigious award.

A judges panel consisting of aviation and air traffic control experts, this year featuring NATCA Director of Safety and Technology Jim Ullmann, Experimental Aircraft Association CEO & Chairman of the Board Captain Jack Pelton and Air Line Pilots Association, International, Aviation Safety Chairman Captain Steve Jangelis, selected winners from each of NATCA's nine geographical regions based on peer nominations.

ALASKAN REGION



Jessica Earp
Anchorage Center

CENTRAL REGION



Andrew Cullen
Kansas City Center



Jeffrey R. Volski
Kansas City Center

EASTERN REGION



Jaymi Steinberg
Washington Center



Richard Wallace
Washington Center

GREAT LAKES REGION



David Stempien
Cleveland Center

GREAT LAKES REGION



Eric Vanstrom
Fort Wayne ATCT

NEW ENGLAND REGION



Eric J. Knight
Boston ATCT



Ross Leshinsky
Boston ATCT

NW MOUNTAIN REGION



Aaron Grijalva
Denver TRACON

SOUTHERN REGION



Mason Braddock
Atlanta TRACON



Patrick Burrows
Atlanta TRACON



Nichole Surunis
Atlanta TRACON



Clay Sutton
Atlanta TRACON



Keith Tyus
Atlanta TRACON

SOUTHWEST REGION



Patrick M. Armstrong
Dallas/Fort Worth TRACON

WESTERN PACIFIC REGION



Brian Bond
Phoenix TRACON



Aaron C. Fones
Phoenix TRACON



Carlton Wickstrom
Phoenix TRACON

Thank you to everyone who submitted nominations in 2016. The 14th Annual Archie League Medal of Safety Awards is just around the corner! Remember, any member can nominate another member. All events since Jan. 1, 2017, are eligible for nomination. All winners will be honored during Communicating For Safety 2018 in Las Vegas. The nomination form is available at natca.org. Please contact Archie League Medal of Safety Awards Coordinator Sarah Zilonis at szilonis@natcadc.org with any questions.

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FOUNDATIONS OF PROFESSIONALISM

The goal of the **Professional Standards Program**, which is a core collaborative component of the NATCA/FAA collective bargaining agreement, is to promote and maintain the highest degree of professional conduct among participants. This is done through education and in compliance with our codes of professionalism. The purpose of the Professional Standards Program is to provide an opportunity for bargaining unit employees to address the performance and/or conduct of their peers before such issues rise to a level requiring corrective action(s) on the part of the Agency.



The **“Turn Off Tune In”** program is a collaborative, proactive initiative launched in 2013 at CFS by NATCA and the FAA to eliminate distractions in the operational workplace. Over the past four years, a collaborative workgroup composed of representatives from the FAA and NATCA jointly developed and implemented a proactive communications campaign designed to educate and increase awareness of the safety impact of distractions in air traffic control operations, with an emphasis on electronic distractions. The audience for this campaign is staff in U.S. air traffic control facilities, including air traffic controllers, supervisors, managers, and anyone entering the operational environment.



The **“Fully Charged”** campaign is a collaborative initiative established by the Collaborative Steering Committee (CSC), a joint leadership committee, and was launched in 2014 by the FAA, NATCA, and the Professional Aviation Safety Specialists (PASS). Fully Charged works to socialize the issue of fatigue in air traffic facilities throughout the nation, and to change the culture of how the workforce thinks about fatigue, and values alertness. The group works to promote fatigue education and awareness to the workforce and also to provide them the tools to self-educate and mitigate fatigue hazards.



The **Air Traffic Safety Action Program (ATSAP)** was created as a collaborative effort between NATCA and the FAA in 2008 and was fully implemented in 2010. ATSAP enables air traffic controllers to voluntarily identify and report safety and operational concerns. ATSAP is non-punitive and the data collected is shared between aviation stakeholders through the Confidential Information Share Program (CISP) and the Aviation Safety Information Analysis and Sharing (ASIAS). By providing a more complete representation of NAS operations, NATCA, the FAA, and participating airlines can more accurately identify potential hazards and develop more robust mitigation strategies.



ATSAP-X: In addition to controllers within the ATO, FAA employees from several other bargaining units – such as Engineers and Architects, Flight Procedures Team, and Staff Support Specialists located in the ATO Service Centers – are encouraged to file reports about system design issues that otherwise may have gone unnoticed. Issues include air traffic control system irregularities, airspace design and coordination, STARS/SID conflict with standard operating procedures, equipment issues, flight restrictions, and Federal Aviation Regulations waivers or authorizations.



The **RESPECT** campaign aims to establish and support a workplace that creates an environment of mutual dignity, support and respect between all individuals who are part of the National Airspace System. Through Respect, we strive to foster continued professionalism in each of our workplace relations through education and interaction.



THE COLLABORATION CENTER

This year, we've added a new feature to our exhibition area here at Communicating For Safety 2017. In the middle of the exhibition hall, you'll find an exhibit devoted to the collaborative relationship between NATCA and the Federal Aviation Administration.

Collaboration means both parties taking responsibility to engage in meaningful dialogue with their counterparts. This includes making a genuine effort to ensure that both parties' interests have been identified and as many as possible have been addressed before an outcome is determined. The NATCA and FAA Collaboration Facilitators, who offer collaborative skills training and collaboration consulting, are part of the CFS exhibit.

Several programs covering safety and professional standards are highlighted in the exhibit. Here's a look at each of the programs that you'll find highlighted and discussed.



Partnership for Safety (PFS) is local people solving local issues. Through a facility's Local Safety Council, it puts facility-centric data in the hands of the facility's team – the best people to solve the issues. PFS is a joint effort between the FAA and NATCA that encourages employees to become actively engaged in identifying local hazards and developing safety solutions before incidents occur.



ALL POINTS/SAFETY

All Points Safety is a communications campaign designed to raise awareness of how the FAA Air Traffic Organization (ATO) and NATCA are collaboratively providing employees with improved tools, processes, and programs that enhance our ability to collect, find, and fix hazards in the National Airspace System.

TAKE A
STAND FOR
SAFETY

Take a Stand for Safety is a joint campaign between the ATO and NATCA to address emerging trends and hot topics related to safety, such as weather and IFR/VFR conflicts. Together, we are addressing safety myths, encouraging controllers to issue weather early and often, solicit PIREPs, complete the weather picture for pilots, call traffic, issue safety alerts, work with pilots to avoid IFR/VFR conflicts, and save lives on a daily basis.

Collaboration

Definition:

Collaboration means both parties taking responsibility to engage in meaningful dialogue with their counterpart(s). This includes making a genuine effort to ensure that both parties' interests have been identified and as many as possible have been addressed before an outcome is determined.

Behaviors:

Identify Challenges/Issues:

Collaboration requires leadership and open communication. Openly discussing all topics affecting us and the work we do builds trust and does not affect any of the unique rights of union officials or managers. Understand that all parties have perspectives that add value to any dialogue and it is important to seek to understand the views of others. This not only applies to identifying problems to be addressed, but identifying areas where improvements can be achieved or even sharing information that may not require any action at all.

Develop Solutions: Individual interests need to be articulated, and common interests need to be identified. All parties have responsibility to ensure that this is accomplished in a thoughtful and

thorough manner, seeking to satisfy as many interests as possible when developing a solution.

Implement Solutions: Collaboration doesn't end with the development of a solution. Each party is accountable for the implementation of the solution and working together to ensure it is a success. If a collaborative initiative fails to achieve the desired results, the parties should work together to re-evaluate the situation and find an alternative solution.

Collaboration Takes Effort: A healthy collaborative process allows for differing opinions, views and perspectives. All parties have the responsibility to thoroughly explain their interests and why it is important and/or necessary. In the vast majority of situations, a collaborative solution can be achieved even if the path can feel difficult. On rare occasions, disagreements may remain, but those should only occur after a comprehensive joint effort has been exhausted. Disagreement does not equate to failure in those cases where all avenues have been explored and each party has a thorough understanding of why the disagreement exists.

"As part of our strategic planning, ATO and NATCA leaders have jointly developed a definition of collaboration and associated collaborative behaviors that encapsulate our vision. We expect this definition and the behaviors to be consistently applied across our organizations."

Teri L. Bristol
ATO Chief Operating Officer

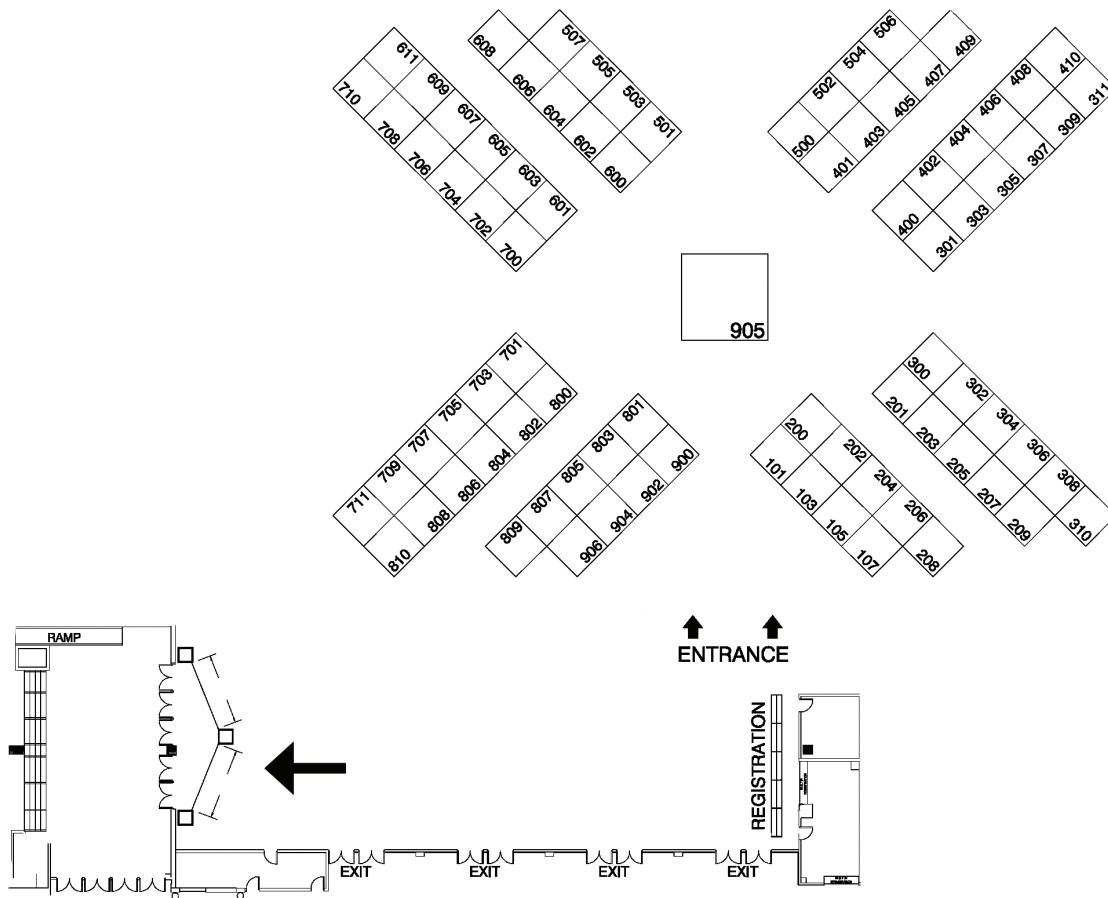
Paul Rinaldi
NATCA President

Attributes of a Collaborative Workgroup Process

This process does not add to, detract from or conflict with the Collective Bargaining Agreement.
Subjects are expanded beyond technological, procedural and airspace-related. Scoping parameters are well-defined.
Decisions are reduced to writing and are binding.



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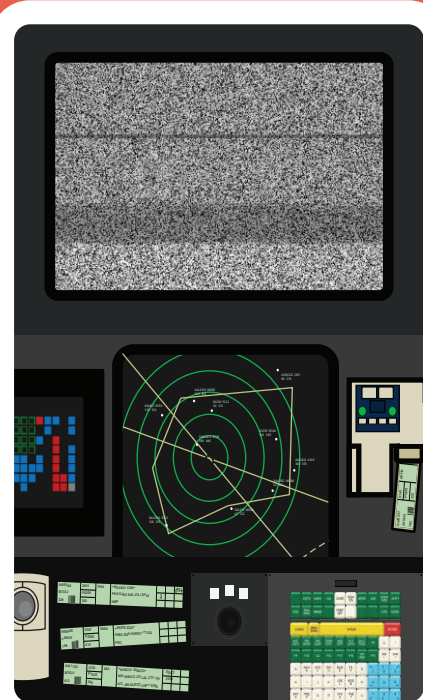
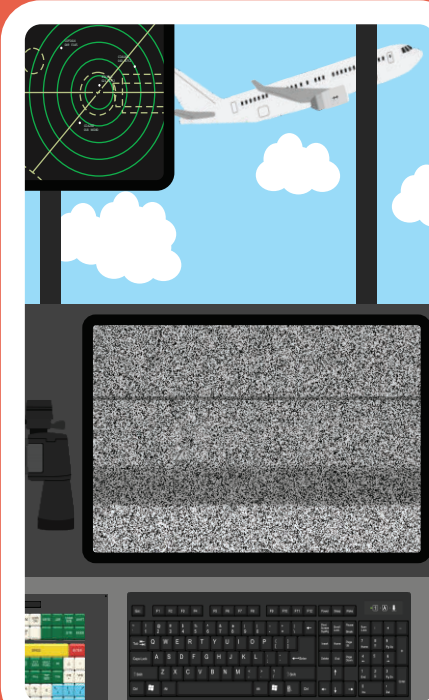
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MONDAY AGENDA

7:30 a.m. - 5:00 p.m. | REGISTRATION

Noon - 12:15 p.m. | WELCOME

Steve Hansen, Chairman, National Safety Committee, NATCA

12:15 p.m. - 12:45 p.m. | KEYNOTE ADDRESS

Paul Rinaldi, President, NATCA

12:45 p.m. - 1:00 p.m. | PANEL INTRODUCTION

Teri Bristol, Chief Operating Officer, ATO

1:00 p.m. - 2:30 p.m. | PANEL

Improving Safety Through Collaboration

Moderators: Phil Hughes, National Lead for Collaboration, NATCA • Tammy Burroughs, Manager, ATO Collaboration, FAA

Panelists: Chrissy Padgett, NATCA Safety Committee, Partnership for Safety Rep • Ernesto Lasen, Safety Programs Manager, ATO • Fred Naujoks, SFO Facility Rep, NATCA • Dawn Cawrse, SFO Support Manager, ATO • Jay Barrett, NATCA Safety Committee, Human Performance Rep • Jason Demagalski, Human Performance Manager, ATO • Brandon Miller, PCT Facility Rep, NATCA • Stephen Smith, PCT Manager, ATO • Al Arcese, ATSAP X ERC Member, NATCA • Cliff Rustad, ATSAP X ERC Member, ATO

2:30 p.m. - 3:15 p.m. | BREAK

3:15 p.m. - 4:45 p.m. | PANEL

NextGen Implementation Challenges & Successes

Moderators: Jim Ullmann, Director of Safety and Technology, NATCA • Kris Burnham, Vice President, Program Management Organization, FAA
Panelists: Mark McKelligan, Deputy Director, Safety and Technology, NATCA • Donna Creasap, PhD, PBN Programs and Policy Group Manager, ATO • Tom Adcock, Training Rep, NATCA • Abi Smith, Director, Technical Training, ATO • Jeff Woods, Program Management Organization Rep, NATCA • Steve Reynolds, En Route and Oceanic Second Level Engineering Group Manager, ATO • Steve Hansen, Chairman, National Safety Committee, NATCA • Terry Biggio, Vice President, Safety and Technical Training, FAA • Mike MacDonald, Region X Vice President, NATCA • Vaughn Turner, Vice President, Technical Operations, FAA

4:45 p.m. - 6:15 p.m. | MEET & GREET

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5:00 p.m. - 5:30 p.m. | DEMONSTRATION

Partnership for Safety (Palace 4)

5:00 p.m. - 5:30 p.m. | PRESENTATION

ATO Operational Contingency Group (Palace 3)

TUESDAY AGENDA

7:30 a.m. - 8:30 a.m. | BREAKFAST

7:30 a.m. - 3:00 p.m. | REGISTRATION

8:30 a.m. - 8:35 a.m. | WELCOME

Steve Hansen, Chairman, National Safety Committee, NATCA

8:35 a.m. - 9:15 a.m. | KEYNOTE ADDRESS

Hon. Christopher A. Hart, Board Member, NTSB

9:15 a.m. - 10:30 a.m. | PANEL

Pilot/Controller Communications

Moderators: Dawn Johnson, Chair, Reloaded Committee, NATCA • Ashley Callen, CPC, Las Vegas ATCT, NATCA
Panelists: Paul Deres, Director, Education, AOPA Air Safety Institute • John Drexler, Director for Air Traffic Control Procedures, ALPA • David Eiser, Safety Committee Chairman, SWAPA • Paul Flynn, NetJets Association of Shared Aircraft Pilots • Leah Hickling, CPC, Southern California TRACON, NATCA • Andy Marosvari, Procedures Rep, NATCA • Zoe Roberts, CPC, Indianapolis Center, NATCA

10:30 a.m. - 11:15 a.m. | BREAK

11:15 a.m. - 12:15 p.m. | PANEL

Runway Safety

Moderators: Bridget Gee, National Runway Safety Rep, NATCA • Jim Fee, Manager, Runway Safety Group, ATO
Panelists: Dan Bartlett, Senior Transportation Safety Specialist, NTSB • John Dermody, Director, Airport Safety and Standards, FAA • Steve Jangelis, Aviation Safety Chairman, ALPA • Brad Sims, SWAPA Air Traffic Services Lead

12:15 p.m. - 1:30 p.m. | AWARDS LUNCHEON

1:30 p.m. - 2:45 p.m. | PANEL

Weather: Complete the Picture

Moderators: Steve Hansen, Chairman, National Safety Committee, NATCA • Ed Donaldson, Director of Safety, ATO
Panelists: Mike Briskey, Voluntary Aviation Safety Information Programs Lead, SWAPA • Nick Daniels, ZFW Facility Rep, NATCA • John Kosak, Weather Project Manager, NBAA • Adam Rhodes, I90 Vice President, NATCA • Rip Torn, Air Traffic Services Group Chair, ALPA • Matt Tucker, Weather Rep, NATCA

2:45 p.m. - 3:30 p.m. | BREAK

3:30 p.m. - 5:30 p.m. | KEYNOTE ADDRESS

Gordon Graham

Why Things Go Right and Why Things Go Wrong

5:30 p.m. - 6:30 p.m. | MEET & GREET

CFS Sponsors and Exhibitors

5:45 p.m. - 6:15 p.m. | DEMONSTRATION

Partnership for Safety (Palace 4)

WEDNESDAY AGENDA

7:30 a.m. - 8:30 a.m. | BREAKFAST

7:30 a.m. - 11:00 a.m. | REGISTRATION

8:30 a.m. - 8:40 a.m. | WELCOME

Steve Hansen, Chairman, National Safety Committee, NATCA

8:40 a.m. - 9:00 a.m. | KEYNOTE ADDRESS

Margaret Jenny, President, RTCA Inc.

9:00 a.m. - 9:45 a.m. | PRESENTATION

How the Media Can Shape Aviation

David Kerley, Correspondent, ABC News
Doug Church, Director of Communications, NATCA

9:45 a.m. - 10:30 a.m. | BREAK

10:30 a.m. - 12:00 p.m. | PANEL

The Effect of Government Regulations and Policies on Aviation Safety, Efficiency, and Growth

Moderator: Trish Gilbert, Executive Vice President, NATCA
Panelists: Chris Bertram, Founding Partner, B+S Strategies • Vincent Capezzuto, Chief Technology Officer and VP, Engineering, Aireon • Eugene Freedman, Esq., Special Counsel to the President, NATCA • David Grizzle, President and CEO, Dazzle Partners • Glen Martin, Vice President, Air Traffic Services, FAA • Jana Murphy, Vice President, Government Affairs, SAAB • Sharon Pinkerton, Senior Vice President, Legislative and Regulatory Policy, A4A • Steve Weidner, National UAS Rep, NATCA

12:00 p.m. - 1:45 p.m. | LUNCH

Speaker: Jessica Cox

Thinking Outside the Shoe

2:00 p.m. - 4:00 p.m. | BREAKOUTS

TOWER

- 2:00 p.m. Runway Safety
- 2:20 p.m. TFDM
- 2:40 p.m. Professional Standards
- 3:00 p.m. Collaboration
- 3:20 p.m. UAS
- 3:40 p.m. TALPA

TRACON

- 2:00 p.m. UAS
- 2:20 p.m. TAMR
- 2:40 p.m. FUSION
- 3:00 p.m. PBN
- 3:20 p.m. Professional Standards
- 3:40 p.m. Collaboration

EN ROUTE

- 2:00 p.m. Professional Standards
- 2:20 p.m. Collaboration
- 2:40 p.m. UAS
- 3:00 p.m. TBFM
- 3:20 p.m. En Route Automation
- 3:40 p.m. Data Comm

ARCHIE LEAGUE MEDAL OF SAFETY AWARDS

6:30 p.m. - 7:30 p.m. | RECEPTION

7:30 p.m. | BANQUET

Keynote Address: Michael Huerta, Administrator, FAA

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