INTERCOM

WILLIAM J. HUGHES TECHNICAL CENTER

Volume 5, Issue 1 January 2002

TECH CENTER PLAYS KEY ROLE IN NEWARK CHOKEPOINT STUDY

On December 27, 2001, new airspace procedures, enhancing airspace efficiency and safety, successfully went into effect in several airspace sectors of the New York TRACON, New York Air Route Traffic Control Center (ARTCC), Philadelphia Air Traffic Control Tower (ATCT), and Washington ARTCC. This would not have been possible without the dedication and hard work of the personnel in the NAS Simulation Branch (ACT-510), who played a critical role in implementing the Newark Chokepoint Study.

Administrator Jane Garvey initiated the Chokepoint study in the Fall of 2000 in an effort to reduce delays into the Newark and LaGuardia airports through airspace design. After the FAA tested the airspace redesign through controller-in-the-loop simulations in May 2001, the agency realized that it would be preferable to train the controllers in the new procedures in the high fidelity labs of the Tech Center. ACT-510 had the lead in the training effort, which began on September 26 and concluded on December 20, 2001.

To succeed in this critical effort, NAS Simulation Branch personnel worked twelve weeks of double shifts to support the training on the evening shift and satisfy the branch's other customers during the daytime hours. In addition, branch personnel conducted simultaneous simulations during the evening hours to complete the Chokepoint training by the December deadline. For example, the simulation for the New York TRACON controllers would be running at the same time that the Philadelphia ATCT simulation was being conducted on different pilot consoles. The training took place at some of the Center's lesser used labs so as not to disrupt the testing of other agency programs.

To accommodate the project on short notice, ACT-510 obtained lab time through the cooperation of the En Route Branch (ACT-230), the Terminal Business Unit (ATB-252), Martin Marietta, and the Laboratory Management Division (ACT-400). This intensive training effort resulted in the successful training of over 180 air traffic controllers from the New York TRACON, Washington Center, and Philadelphia ATCT.

According to **Adam Greco**, NAS Simulation Branch Manager, "the implementation went very well, and there was television, radio and print coverage describing the benefits of the new procedures. This was an incredibly successful effort in direct support of the agency's mission of providing efficient global airspace and being responsive to the dynamic nature of the customer's economic needs and environmental concerns."

The completion of the Chokepoint study and the training initiative took place over a fourteen month period of time and involved the close cooperation of the NAS Simulation Branch, Eastern Region's Air Traffic Division, the Air Traffic Airspace Management Office, and the National Air Traffic Controllers Association.

Continued on page 6

THANKS TO ALL FOR A SUCCESSFUL

CFC CAMPAIGN

FAA AWARDS EXCELLENCE IN AVIATION DISTINCTION

On December 20, 2001, Administrator Jane Garvey announced the selection of Dr. Max Shauck of the Baylor University Department of Aviation Sciences as the winner of this year's individual FAA Excellence in Aviation award. The National Institute for Aviation Research (NIAR) at Wichita State University is receiving this year's institutional award for continued contributions in aviation research and education.

"For more than three decades, Dr. Shauck has supported the FAA, the aviation community, and the nation's aviation goals through his applied aviation research activities and ongoing academic work," said Garvey. " Working with government, academia, and industry, he has made valuable contributions to discovering alternative fuels for this nation's general aviation fleet."

Currently chairman of Baylor University's Department of Aviation Sciences, Dr. Shauck, in collaboration with industry and the FAA, is involved in critical environmental research that is helping to reduce harmful emissions through the use of renewable clean-burning aviation fuels. His research has led to the development and promotion of:

BAYLOR UNIVERSITY

-environmentally compatible fuels in aviation;
-certification programs for aircraft using alternative, renewable, non-fossil fuels;
-the use of aircraft, powered by renewable fuels to monitor air pollution; and
-development of a university curriculum for the scientist-pilot program using aviation studies and flight training to motivate students to a higher level of interest in mathematics and sciences.

NIAR
NATIONAL INSTITUTE FOR AVIATION RESEARCH

NIAR, established in 1988 at Wichita State University to conduct research, transfer technology, and enhance aviation education, is a core member of the FAA's Centers of Excellence in Airworthiness Assurance and in General Aviation. Faculty and students at NIAR are currently conducting 53 separate federal, state, and privately-funded research and training contracts. These projects range from short-term studies to long-term laboratory studies, field experiments, and other activities.

According to the FAA, NIAR's ability to partner with industry, academia, and government has made it a model for cooperative aviation research in fields such as crashworthiness, composites and advanced materials, structures, aerodynamics, air craft icing, propulsion, flight control, and human factors. In addition to its critical research activities, NIAR is training this nation's next-generation pilots, aerospace engineers, and aviation research specialists.

The Excellence in Aviation designation is a highly competitive, non-monetary award presented annually to individuals and/or institutions following an evaluation of documentation which clearly shows how their past research benefits the aviation community today.

Through this award, the FAA formally recognizes significant accomplishments as a result of aviation-related research efforts. This special distinction is intended to augment the ability of the government to recognize superior research efforts and to highlight benefits of such activities.

For information the FAA's 2002 Excellence in Aviation Award Program, contact Terry Kraus at (202) 267-3854 or by email at terry.kraus@faa.gov.

MEDIATION

*(This is the third in a series of articles written by **Vienna Drago** on the mediation process)*

Mediation is a good way to resolve disputes between people, find solutions to problems, and refine and redefine business and other working relationships. In mediation, the parties themselves make all the decisions. The mediators act as facilitators to help people examine all the issues, share and discover important information, generate and evaluate possible outcomes and carefully write down all the decisions that are made.

Mediators act as impartial third parties, assisting disputants in finding a mutually acceptable solution to their conflict. It is both voluntary and confidential. Mediators follow a well-defined process of problem-solving steps; they do so without taking sides, and no decisions are made without the agreement of all parties. No one can be forced to go through the process, they do so voluntarily, and the mediators do not disclose the content of the discussions they hear during the mediation process.

WHAT MEDIATORS DO

- Mediators provide a forum.
- Mediators facilitate discussions and negotiations between the parties.
- Mediators assist the parties to

tell their side completely so they feel they have been heard and so the other side can hear it too.

- Mediators act impartially regarding the parties and their dispute. It is the parties who will ultimately make a decision in the case.
- Mediators use listening, feed back and reframing as their main tools to facilitate negotiations.
- Mediators use the problems solving steps to guide the parties to:
  - --Mediators discuss the problem and the parties' goals.
  - --Mediators identify all the issues that need a decision.
  - --Mediators brainstorm options that might work.
  - --Mediators evaluate all the options.
  - --Mediators make a decision to use one of the options; and test their decision by applying it to anticipated future events to see if it will hold up.

WHAT MEDIATORS DON'T DO

- Mediators don't take sides;
- Mediators don't give their opinion about the best out come;
- Mediators don't give legal advice;
- Mediators don't give expert subject matter opinion or advice;
- Mediators don't try to direct the parties to the mediator's idea of the "right" or "best" outcome;
- Mediators don't blame one party or the other;
- Mediators don't reveal confidences;
- Mediators don't allow one party to gain advantage by threat or intimidation;
- Mediators don't participate in a lopsided mediation when one side is using intimidation, concealing information, acting inconsistently outside the mediation, or otherwise failing to negotiate in good faith.

CHOKEPOINT STUDY (CONT.)

Thanks to the following NAS Simulation Branch employees and contractors who supported both the Newark Chokepoint simulation and the Chokepoint training project:

Management/Staff:

Adam Greco-Manager NAS Simulation Branch
Mike Pomykacz-Section Supervisor/RDHFL
Dan Warburton-Technical Team Lead/Target Generation Facility
Mary Rozier-Wilkes-Section Supervisor/Air Traffic Assistants
Michael O' Donnell-A.T.C.S.
Ella Terrell-Branch Secretary
Heather Augustin-Administrative Assistant/Titan/SRC
John Goldman-A.T.C.S./FDC

Computer Specialists/ Programmers:

Scott Cramer Raytheon
Mike Ross Raytheon
Scott Doucett ACT-510
Robert Oliver ACT-510
Dan Johnson Titan/SRC
Stan Rimdzius Titan/SRC
Dario Rosselli Titan/SRC
Tim Swantek Titan/SRC
Jullia Moore Titan/SRC
Yevgeniy Tabekman Titan/SRC
Otto Smith Titan/SRC
Lou Delemarre ACT-510
Joe Diluzio ACT-510
Bernie Day Signal Corp.
Bruce Fischer Signal Corp.

ACT-510 Pilots:

Lelia Dixon
Barbara Para Harris
Robert Engiles
Tru Hall
William Hickman
Dale Laudenslager
Leonora Richardson
Bruce Slack
John Szuba
Audrey Wilmer

Titan/SRC Pilots:

Cindy Hogan
Joseph Guida
Joseph DeFoney
Frank Johnson
Mike Cullum
Jack Molyneaux
Mary Ann Smith
Mary Lou Hagan
Ed Fitzpatrick
Steve Koza
John Dupnock
Steve Allen
Joseph Holzmer

COE STUDENT OF THE YEAR

At a ceremony hosted by the RSPA at the Transportation Research Board's 81st Annual Meeting, Mr. Brent Brown received the DOT-FAA Centers of Excellence (COE) Outstanding Student of the Year. DOT presented awards to 35 students at the January 14 ceremony.

Brent recently completed a M.S. degree at the University of Illinois, Urbana-Champaign, where he received support for his studies from AAR-400 through the FAA COE for Airport Technology. **Chris Seher**, Acting AAR-2, and Drs. Edwin Herrick and Barry Dempsey, University of Illinois, Urbana-Champaign, helped celebrate Brent's achievements at the awards ceremony.

Brent earned the student of the year award for his contribution to the development of the Geographical Information Systems (GIS) technical element for the National Wildlife Hazard Advisory System (WHAS). WHAS, a project initiated at the University of Illinois in 1999, provides a systems-based approach to wildlife hazard management.

With a B.S. in civil engineering from University of Wisconsin - Platteville, Brent brought an interest in engineering, aviation, and environmental protection to the WHAS project. He not only developed a keen understanding of wildlife management issues, but also took on responsibility for exploring GIS applications in the research. Although Brent had limited GIS experience, he quickly taught himself the "language" of ArcView, and with his understanding of the GIS operational environment quickly became the project's "systems design" consultant.

He explored new technologies and new data resources, and developed visualization approaches that provided two and three dimensional representations for the WHAS system. Largely because of his work, the COE succeeded in building example wildlife management

Continued on page 7

AIRMEN CERTIFICATION DATA NOW AVAILABLE ON-LINE

Anyone with access to the Internet may now check data on all certificated airmen. The new option is on the already-popular U.S. Civil Aviation Registry web site operated by the FAA in Oklahoma City, and located on the world-wide web at http://registry.faa.gov.

The new airmen search option lets aviation industry, state and local government agencies, pilots and other aviation enthusiasts access the basic certificate information for anyone who has been issued an FAA airman certificate. Information such as certificate type, ratings, type ratings, and limitations are included in the releasable data.

The Civil Aviation Registry in Oklahoma City manages and operates national comprehensive systems and databases for the issuance of all FAA airmen certificates, and the legal content of all airmen certification records. It also directs all matters associated with the planning, development, and implementation of the regulations and systems associated with the registration of U.S. civil aircraft.

The overall Registry web site provides full sets of both the aircraft and airmen databases, various forms used to do business with the Registry, and other useful information. In addition, there are now some services that can be requested and paid for online.

Databases in each category may also be downloaded which include all information for aircraft. For airmen, privacy act information is not included, and addresses are redacted on airmen who chose not to have their address released.

The Registry staff of 220 interacts with hundreds of thousands of customers every year. They issue some 70,000 aircraft registration certificates and 180,000 airmen certificates, answer more than 140,000 telephone calls, reserve 17,000 special aircraft registration numbers (N numbers), provide 200,000 copies of records, and update more than 108,000 addresses.

In addition, Registry systems provide information to FAA aviation safety inspectors, National Transportation Safety Board investigators and law enforcement agencies to support aviation safety activities.

Aircraft Registry Building at the Mike Monroney Aeronautical Center

STUDENT OF THE YEAR (CONT.)

application for Willard Airport. Using that foundation, Brent was instrumental in developing the specifications for a Dallas/Fort Worth airport prototype.

CH2M Hill in Milwaukee, WI, recently hired Brent. As a key member of the Global Aviation Group, he is working to incorporate the wildlife GIS concepts from WHAS into existing and proposed contracts, and is responsible for a tactical action plan for the company. In the National Aviation Group, he has designed storm water and deicing fluid collection and recycling systems, and water supply and fire protection systems for three airports and is one of two resident engineers working on an apron expansion project for another airport.

A goal of the FAA COE Program is to train the next generation of aviation professionals. The program's success is seen in students like Brent, who has established himself in a promising career addressing critical air transportation environmental and safety issues. Congratulations to Brent, his academic advisor, Edwin E. Herricks, Professor of Environmental Biology, and Barry Dempsey, Director of the COE for Airport Technology, at the University of Illinois, Urbana-Champaign.

For further information regarding the FAA Centers of Excellence Program, contact Patricia Watts (AAR-400) at patricia.watts@faa,gov, or by telephone at (609) 485-5043.

HEADQUARTERS HEADLINES

New Associate Administrator for Airports. On January 14, Secretary of Transportation Norman Mineta announced the appointment of Ms. Woodie Woodward as the FAA's associate administrator for airports.

Woodward will administer the annual federal airport grant program, which is $3.3 billion for fiscal 2002, and be responsible for national airport planning, including safety standards, design and engineering. She will report directly to the FAA Administrator.

Since January 2000, Woodward has served as acting associate administrator for airports. Prior to that appointment, she was director of FAA's center for management development in Palm Coast, FL. During her 13-year tenure at FAA, Woodward has served in numerous positions, such as acting chief of staff for the office of the administrator, acting associate administrator for administration and deputy regional administrator for the agency's southern region. Prior to joining the FAA, Woodward was chief of staff to U.S. Sen. Mack Mattingly.

Woodward holds master's and doctorate degrees in administration and personnel management from the University of Kansas and a bachelor's degree from Florida State University.

FAA Sets New Standards for Cockpit Doors. The FAA has published new standards to protect cockpits from intrusion and small arms fire or fragmentation devices, such as grenades. The Aviation and Transportation Security Act authorizes the FAA to issue this final rule, requiring operators of more than 6,000 airplanes to install reinforced doors by April 9, 2003.

Concurrent with the rule, the FAA is also issuing a Special Federal Aviation Regulation (SFAR) to require operators to install temporary internal locking devices within 45 days on all passenger airplanes and cargo airplanes that have cockpit doors. Beginning on October 17, the FAA issued a series of SFARs that authorized short-term door reinforcement by providing airlines and cargo operators with temporary relief from certain FAA standards. The major U.S. airlines voluntarily installed short-term fixes to doors on 4,000 aircraft in 32 days. The SFAR stated that a long-term fix that meets FAA requirements must be installed within 18 months.

The rule sets new design and performance standards for all current and future airplanes with 20 or more seats in commercial service and all cargo airplanes that have cockpit doors. Specifically, the rule:

- Requires strengthening of cockpit doors. The doors will be designed to resist intrusion by a person who attempts to enter using physical force. This includes the door, its means of attachment to the surrounding structure, and the attachment structure on the bulkhead itself. The FAA rule uses an impact standard that is 50 percent higher than the standard developed by the National Institute of Law Enforcement and Criminal Justice. In addition to intrusion protection, the FAA is using a standard sufficient to minimize penetration of shrapnel from small arms fire or a fragmentation device. The agency is providing guidance to operators on acceptable materials. All new doors must meet existing FAA safety requirements.
- Requires cockpit doors to remain locked. The door will be designed to prevent passengers from opening it without the pilot's permission. An internal locking device will be designed so that it can only be unlocked from inside the cockpit.
- Controls cockpit access privileges. Operators must develop a more stringent approval process and better identification procedures to ensure proper identification of a jump seat rider.
- Prohibits possession of keys to the cockpit by crewmembers not assigned to the cockpit.

Prior to Sept. 11, the FAA was working with the International Civil Aviation Organization to strengthen international security standards for airplanes. This rule expedites the work of an Aviation Rulemaking Advisory Committee working group that was tasked to develop harmonized security-related design provisions, including protection of the cockpit.

As announced by the

HEADLINES (CONT.)

President on Sept. 28, the FAA will administer a federal grant program to help the U.S. airline and cargo industry finance aircraft modifications to fortify cockpit doors, alert the cockpit crew to activity in the cabin and ensure continuous operation of the aircraft transponder. Funding may be provided through grants or cost sharing arrangements. The President requested $300 million from Congress to help fund these initiatives. Congress appropriated $100 million.

Once the designs are approved by the FAA, the agency believes that airlines will have an opportunity to install the doors during routine maintenance checks. The purchase and installation cost of an enhanced cockpit door is estimated at between $12,000 and $17,000. The total cost to airlines is estimated to cost between $92.3 million and $120.7 million over a 10-year period, including increased fuel consumption costs resulting from heavier doors.

NEWS FROM AROUND THE CENTER

New AAR-500 Employees. **Lee Williams** and **Dr. Dan Smith** are AAR-500's newest employees. Lee, raised in Miami, FL, received his B.S. in Systems Analysis from the University of Miami last May. He joins Walter Wall's team in Systems Integration as an operations research analyst assisting in computer simulation modeling for the Airport Technology Security Integration Program and the Check Baggage Program.

After 28 years in domestic and international nuclear security technology, Dan has joined Paul Jankowski's AAR-530 group as the senior technology coordinator, based in Washington, D.C., for the aviation security R&D program. As part of the AAR-500 team, Dan will continue with his 10 years of technology coordination efforts with the U.S. counterterrorism community's Technical Support Working Group, as well as with DOT/DOD/DARPA and other Federal and international agencies -- but this time with an FAA and Transportation Security Administration focus. Dan sincerely hopes to make a positive contribution to aviation security and other transportation security technology needs.

Shoe Bomb. On December 22, 2001, Richard Colvin Reid, a British citizen with possible international terrorist connections, allegedly attempted to initiate an improvised explosive device secreted in one of his shoes onboard American Airlines Flight 63 enroute to Miami from Paris. After the incident, the Office of the Associate Administrator for Civil Aviation Security (ACS-1) enlisted the assistance of AAR-500 to validate proposed airport security countermeasures for shoe bombs. This was a joint effort with the FAA Explosives Unit (ACS-50), and AAR-500's Explosives and Weapons Detection Branch (AAR-520) and the Requirements and Planning Branch (AAR-530).

With continual updates of breaking technical information provided by ACS-50, the joint AAR-520/530 team, comprising **Jason Reap** and **Bill Morgan,** was able to recreate the shoe bombs recovered by the FBI and the Massachusetts State Police Bomb Squad at Logan Airport, where American Airlines Flight 63 made an emergency landing. Working with **Dr. Sheldon Brunk** and **Dr. Susan Hallowell**, who were assisted by GST contractors **Rich DiBartolo** and **Winifred DeSimone**, as well as AAR-520's **Bipin Patel** and **Sharon Zari**, the team validated airport countermeasures issued to U.S. air carriers by ACS-1.

This joint, rapid response effort allowed ACS-1 to quickly validate the effectiveness of technical countermeasures using deployed airport security screening equipment tested here at the Tech Center. "It was an outstanding example of teamwork between the AAR-500 and ACS at Headquarters,"said Dr. Susan Hallowell, Branch Manager of AAR-520. "It's always nice to know that we can have a direct impact on the War on Terrorism."

A SAFETY MINUTE

FROM THE SAFETY OFFICE ENVIRONMENTAL BRANCH (ACT-640)

New Chairperson For 2002

The Safety Office is pleased to announce that **Jill Sharra** has been elected the new Chairperson of the Safety & Environmental Representatives Committee (SAFERCOM).

As one might imagine, the role of a chairperson can be demanding. Fortunately, Jill brings to the position a high degree of enthusiasm and experience to address the many challenges that the committee will address in 2002.

Jill is an Industrial Hygienist in the Safety Office, Environmental Branch (ACT-640) and will be challenged immediately with continuing the excellent work of her predecessor, **Barry Billmann** (ACT-360) who stepped down as Chairperson after 4 years.

As the new chairperson Jill will be responsible for directing the efforts of the Safety & Environmental Committee, which is comprised of a representative from each organization at the Center. The purpose of the SAFERCOM is to establish a culture that facilitates an effective means to address safety, health, and environmental issues on Center. Committee representatives meet on a quarterly basis to discuss such issues and to distribute information from the committee meeting to their colleagues.

With the first SAFERCOM meeting of the New Year scheduled in January we wish to congratulate Jill on her Chairperson appointment and look forward to productive SAFERCOM meetings in 2002. To learn more about the SAFERCOM meetings employees are encouraged to contact Jill at x7890 or one of the other elected officials on the Committee: **Paul Lawrence**, Vice-Chairperson, x6360 and **Ken Stroud**, Secretary, x6565.

TECHNOLOGY TRANSFER AWARD NOMINATIONS

Nominations are now being accepted for the FAA's Technology Transfer Awards and will close February 28, 2002. These awards are designed to recognize FAA's scientific, engineering, and technical employees responsible for inventions, innovations, or other outstanding scientific or technological achievements that contribute to the mission of the FAA or the Federal Government, and individuals and organizations that promote the transfer of science and technology. Only FAA employees are eligible to be nominated and to receive awards. Nominations can be made by anyone. For a nomination package or for more information on the awards program contact Maryann Heide at (609) 485-4434 Maryann.CTR.Heide @tc.faa.gov) or visit the web site at: www.its.tc.faa.gov/technologytransfer/techtransawards.htm

THE NEW TSA

On January 16, in a speech before the Transportation Research Board's Chairman's Luncheon, Secretary of Transportation Norman Mineta outlined what is happening with the new Transportation Security Administration. Here are excerpts from his speech:

"All of us here understand that we have entered a new era in transportation, an era in which a determined enemy has challenged one of America's most cherished freedoms — namely, the freedom of mobility.

To address that challenge, on November 19th, President Bush signed legislation creating the new Transportation Security Administration within the Department of Transportation. In just a few months, the TSA will have hired tens of thousands of new employees to screen passengers and baggage at 429 airports nationwide. We will have put in place employee background screening tools in aviation, maritime and surface transportation. With our public and private sector partners, we will strengthen virtually every mode of transportation based upon comprehensive security assessments.

Standing up the TSA is, in short, a uniquely ambitious and important enterprise. People are the key to the success of this mission. On that score, we are off to a great start. President Bush has named an extraordinary man to lead the TSA as Under Secretary of Transportation for Security — John Magaw.

As a career law enforcement and security professional with the U.S. Secret Service, John helped protect eight Presidents. Now, he is working shoulder-to-shoulder with me, Deputy Secretary Michael Jackson, and my entire senior management team at DOT to recruit and retain highly competent men and women — people who will be proud of their service to their country, and worthy of their Nation's pride.

We are looking for experience, people who are stress-tested — individuals who can step in right away and take charge. We are looking for maturity of judgment, steadiness in a crisis, leaders who can in turn attract top professionals in the field.

We are creating a flat organizational structure at the TSA with well-trained front-line managers, and supporting them with an array of services deployed from Washington. We will avoid regional bosses and bureaucratic bloat, emphasizing instead front-line service delivery. We will have overlapping, mutually reinforcing layers of security, some of which are seen, like screening stations, while others remain unseen, like intelligence, undercover work and state-of-the-art technology tools.

We will maintain a core commitment to measure performance relentlessly, building a security regime that provides both world-class security, and world-class customer service, to the traveling public.

To jumpstart work on critical tasks, we initially created eight "Go-Teams," to work intensively on specific tasks, present decision options, and then disband. Some of these have successfully completed their tasks and moved on.

At present, we have some 36 Go-Teams launched and operating. They cover a thousand details small and large — from what uniforms the TSA security force will wear, to the procurement, installation and maintenance of explosive detection equipment for 429 airports.

In addition, we have teams doing detailed process maps for key assets that must be protected in air transportation: passengers, cargo, people working in and moving through airports, and physical assets such as aircraft and terminal facilities. Overseeing all of this activity is an eight-person DOT Management Committee that I chair.

The process itself entails consultation and participation by many outside groups — airlines, airport executives, labor unions, screening companies, airport vendors, airplane and security equipment manufacturers, trade associations and experts of many sorts.

Such consultation will begin to reach a new pitch of activity in the next month. I have made a personal commitment to conduct a monthly briefing on our progress with Congressional appropriators

TSA (CONT.)

and authorizers. We are also operating in close coordination with the White House, especially with the Office of Homeland Security.

To protect vital security protocols, the details of some steps we are taking must, of course, remain classified. We will simply not discuss certain safety-sensitive details that would make it easier for terrorists to attack innocent people . . . Looking forward, the legislation creating TSA specifies more than two dozen deadlines, reports, tasks or other such deliverables. Inside DOT, I have given a simple mandate covering each deadline: let's figure out how to get it done, because they are not negotiable. . . . These deadlines are a natural and important point of reference for the public, but they do not tell the whole story of what is happening with the TSA.

As Congress recognized in the legislation, it is simply impossible to flip a switch and deploy more than 30,000 federal employees at once. We will deploy the TSA with care, terminal-by-terminal, airport-by-airport. At the peak this summer, we may well be managing some phase of the start-up at over 100 airports simultaneously. Before the end of this year, we must have completed the transition to a full federal workforce at all 429 airports . . .

We will extend a hiring preference to veterans of America's armed forces, and to those workers furloughed from aviation jobs as a result of the terrorist attacks. None of these new airline security candidates will assume their job responsibilities until they have completed 40 hours of classroom training and 60 hours of on-the-job training, and passed an on-the-job training examination . . . The key to our success at airports nationwide will be a core of senior managers, the Federal Security Directors. These FSDs are the strong front-line managers who will bring federal authority directly to the point of service, the airport.

. . . We are building an airline security system staffed by dedicated and competent federal aviation security agents, led by highly experienced senior security and law enforcement professionals. The system will be robust and redundant, and we will be relentless in our search for improvements. It is better today than yesterday; and, it will be better still tomorrow."

William J. Hughes Technical Center
Intercom

Editor:
Terry Kraus

Contributors:

Therese Brennan
Bill Dawson
Vienna Drago
Adam Greco
Annette Harrell
David Hess
Paul Lawrence
Pat Lui
Bob Marks
Ernie Pappas
Barbara Para
Patricia Watts
Laurie Zaleski

For any questions, comments, or ideas, please contact *Intercom's* editor at (202) 267-3854

The WJHTC *Intercom* is available in color on-line at: http://www.tc.faa.gov/intercom/intercom.htm

DON'T FORGET

Please try to get *Intercom* submissions (articles, photos, ideas) to Terry Kraus via email by the second Tuesday of every month.