

Inside this issue:

Fractional NRPM	2
2001 ADF Symposium	3
Marion C. Blakey Sworn in as Chairman of NTSB	6
Training Tool-box	6
How Many Lives did Dispatch Save?	7
Aviation Security In Dispatch	8
KLM Tests Joint Responsibility	10
Update From the Hill	11
Carrier Adds a VP Safety, Security, and Flight Dispatch	12
New graphics found on the Winds/Temps page on ADDS!	13
THE PRESIDENT'S CORNER	14
URET a Great NAS Tool, Just don't forget the Dis- patcher	15
A Debt of Gratitude to the Canadians	18
NTSB Final Report on LIT	19
A System Approach	20
International Forum	21
ADF Leadership Team	21
Membership	22
Winter Business Meeting February OKC	24



# The ADF NEWS

## *“Keeping the Dispatch Profession Informed”*

### ADF COMMENTS UPON FRACTIONAL OWNERSHIP NOTICE OF PROPOSED RULEMAKING

The Airline Dispatchers Federation (ADF) believes that the Federal Aviation Administration (FAA) Notice of Proposed Rulemaking (NPRM) concerning Fractional Ownership Operations does not adequately ensure aviation safety.

ADF believes that the most serious shortcoming of the NPRM concerns operational control, which is defined by the FAA as the authority over initiating, conducting, and terminating a flight. Although many years of operating experience has shown that the safest aviation operation is that which utilizes positive operational control through the joint responsibility of the Aircraft Dispatcher and Pilot-in-Command, the Fractional Ownership NPRM does not require this type of operational control.

***“If corporations think they can buy fractional ownerships that do not meet Part 121 safety standards, then they are SADLY MISTAKEN.”***  
**Congressman James Oberstar**

most important Federal Aviation Regulations governing airline operations is FAR 121.601c, which requires the aircraft dispatcher, during flight, to provide the Pilot in Command any additional information that may affect the safety of the flight. The NPRM does not require this in-flight monitoring/communication for Fractional Operators.

The FAA’s stated reason for not requiring “airline style” operating rules is because FAA believes that Fractional Operators more closely resemble small aircraft owner/operators than large commercial operators. This regulatory methodology represents a significant change from prior practice. Existing FAA requirements in the form of Regulations, Aviation Safety Inspector Handbooks, Handbook Bulletins, and Operations Specifications generally specify operating rules based upon size/weight/technical capabilities of the aircraft in question and types of intended operation (mountainous terrain, short runways, low visibility, etc). Policy, procedural, and training requirements are then put in place on the basis of these requirements. ADF believes that operational considerations are of utmost importance because of their effect upon safety, and ADF believes that the concept of “who owns the aircraft” should

As an example, perhaps one of the

*(Continued on page 2)*



## RESPOND TO THE FAA NPRM ON FRACTIONALS

### SIGNIFICANT IMPLICATIONS FOR DISPATCHERS AND SAFETY!

The FAA has extended the comment period to November 16 on its notice of proposed rule-making (NPRM) to regulate fractional aircraft ownership operations under new Part 91 Subpart K and to amend existing Part 135 rules for on-demand charter flights. Just before the original comment period closing on October 16, NBAA and the National Air Transportation Association (NATA) requested a 30-day extension.

The associations told the FAA that the September 11 aftermath distracted the aviation community and it would need more time to refocus its attention to the NPRM. In its notice extending the comment time, the FAA also suggested that the NPRM may need changes, saying, "These events [of September 11] also raise safety issues that may need to be addressed during the comment period." The NTSB had requested a 90-day extension.

The FAA is about to rule on regulations covering Fractional Ownership Operators. The FAA has determined that these operations do not require the use of aircraft dispatchers.

You can make a difference in the final outcome of these proceedings. Please visit the following web page on the ADF web site for information on how you can respond to this challenge to the value and benefits of positive operational control. <http://www.dispatcher.org/FO.htm>

Comments must be received by the FAA on or before November 16, 2001

*(Continued from page 1)*

be a secondary or even tertiary concern. The recent crashes of a Gulfstream G3 at Aspen and the accident that killed R&B singer Aaliyah sadly highlights that fact. **Both accidents appear to be linked to specific factors that dispatch would have had positive operation control over prior to release of both flights.**

The NTSB's recently released factual report on the fatal crash of a chartered Gulfstream III at Aspen, Colo., last March 29 does not provide a determination of cause, but transcripts of the cockpit voice recorder, ATC and preflight FSS briefing coupled with the Safety Board's interviews with ATC personnel and others in its investigation to date clearly indicate that the crew was preoccupied with several vital issues that may turn out to be factors in the probable cause. **According to the Safety Board, the pilots were aware even before takeoff from Burbank, Calif., that the weather at Aspen was marginal and deteriorating.** During the flight, the crew expressed concern that if they didn't make Aspen airport on the first approach, they would have to divert to Rifle (Colo.) Airport because of their fuel situation. The crew also recognized that they were closing in on a Stage 2 night curfew. The airplane crashed four minutes after the curfew was in place—at 7:02 p.m.—killing the two pilots, the flight attendant and all 15 passengers.

*“Because of their regulatory responsibilities, Dispatchers have the unique ability to break the chain of events that ultimately lead to accidents.” Steve Caisse Delta Air Lines*

Therefore, ADF is respectfully suggesting that the FAA should, consistent with the “Single Level of Safety” doctrine which ADF has long supported, require any United States based aircraft operator engaging in commercial operations utilizing passenger aircraft with 10 seats or more or with maximum gross weights over 20,000 pounds to fully comply with the principles of the "Single Level of Safety" program as defined in FAR Part 121, including the requirement for positive operational control under the authority of licensed aircraft dispatchers.



## ADF Members Support the 2001 ADF Symposium An Overview by Mark Hopkins—Delta Air Lines

The 2001 ADF symposium was held in Washington at the Crystal City Gateway Marriott. **To see more on this event, visit [www.dispatcher.org](http://www.dispatcher.org) and select “Photo Album”.**

The opening remarks offered by outgoing President Giles O’Keeffe and a benediction in remembrance of the victims of September 11 delivered by Frances Queenan.

A panel discussion titled **“How 4000 Aircraft were Safely Diverted in 90 minutes in the Face of a National Emergency”** followed reviewing dispatcher experiences during this event. Chris Pawlowki DAL spoke of his issues with miss information and communication regarding two flights diverting into Hawaii that day. Cliff Riley COA discussed the profound difficulty in location a flight from LIS to EWR and the problems encountered getting information from New York Oceanic. The flight was later located in BDA where it had landed after it had been advised that US airspace had been shut down. This led to further discussion of operational control and ensuring dispatcher concurrence in reviewing all factors regarding a suitable alternate and presenting that information to the crew when faced with a diversion scenario. View the presentation found in the ADF Library at [www.dispatcher.org](http://www.dispatcher.org).

*“Move anyone or anything anywhere, anytime, ON-TIME. Know almost anything about almost everything in almost real-time. Amr ELSway*

Amr ELSway from MITRE/CAASD offered an overview of the FAA OEP (Operational Evolution Plan). The title of his presentation was **“Entering the Age of Collaboration.”** Several issues and benchmarks were reviewed with an emphasis on the evolving role of Dispatchers in planning by utilizing the tools that are on the horizon that will allow us to see where the constraints (weather/traffic/turbulence) are. Certainly it was clear that one of the

goals of this initiative is to accelerate changes that enhance information exchange and situational awareness as it relates to the dispatch function.

A highlight of day one was the presentation made by Prof. Daryl Jenkins, Direction of the Aviation Institute at George Washington University. **“The Current State of Airline Economics”** was the theme and this viewpoint was a sobering look at the economic viability of the industry going forward. The references for this presentation and other issues may be found at [www.airtravelsolutions.org](http://www.airtravelsolutions.org). The source document is a power point presentation dated Sept. 17, 2001. The changes made include removing Air-Tran, US Airways, and Northwest from the endangered airline’s list. It was forecasted at that time that 500 aircraft would be removed from service in the coming months. As of 10/8, 2001, 651 aircraft had already been parked. Prof. Jenkins further stated that the biggest short term problems would be lack of demand and managing cash flow. With fixed costs in the 65-70% range and increasing by 10% in the next year would downsizing actually reduce unit costs? This objective is typically reached by filing for bankruptcy. In the reduced capacity environment, the big losers appear to be small/medium sized cities/airports with the big winners being business jets, charters, and secondary non-constrained airports. Industry equity that had been approximately \$ 3 billion prior to 9/11 would be near \$3 billion by this time next year. Half of that would be owned by Southwest with that carrier being the only one expected to grow at near normal rates. Interestingly enough, the prospect for startups is favorable in the near term due to the availability of aircraft and labor. A good business plan and \$150 million in equity would be sufficient to have an opportunity for success. Key point, one flight annualized produces, on average, one or two profitable passengers!

Mike Wambsganss, Pres. Of Metron Aviation discussed the focus in various areas of research in de-

*(Continued on page 4)*



(Continued from page 3)

veloping and utilizing predictability to address congestion in the NAS. Primarily, to this point the focus of CDM has been to address constraints and their impact on the system. **“Security” is now a new constraint and the challenge going forward will be to introduce those issues into the CDM paradigm.**

Bill Leber, Northwest, discussed **“The Role of Dispatchers and Airline Operations Centers as Intelligence Resources”**. The areas of concern discussed included but was not limited to the reaction to flight deviations and corresponding opportunity that a military response may result in the form of an intercept. Flight watch responsibilities cannot be taken lightly and our diligence regarding our flights has to remain at a high level due to the likelihood of reprisals. The principles to consider are to not overreach roles, an AOC is not an intelligence center as such and to not underestimate our role in serving as a liaison and providing oversight through our flight watch and communication capabilities. In other words, continue to exercise operational control to security situations.

*“The military does not understand who or what dispatchers do, it's time we begin to educate them in our role and show them how rich the Airline Operational Center can be.” Bill Leber*

Steve Bell, FAA and former President of NATCA discussed **“The Value of Collaboration and the Science of System Thinking**. Controller training is evolving to include System Thinking which focuses on a shift from the hierarchical, bureaucratic structure in an organization to a mindset that a system is a series of interdependent components. His challenges in this training is simply the culture of the FAA and the normal aversion to change that can be expected in any large organization. (For more information, see page 20 in this newsletter.)

*“Our present problems CANNOT be solved at the same level of thinking at which they were created” Steve Bell FAA*

The first day concluded with Ed Marston presenting a **New Englander’s Perspective on Dispatching in Snow Country**. The topics included examples of Ed’s love for weather especially snow storms. He demonstrated the use of various tools to identify severe winter storms and identified the common characteristics present in the worst east coast snow storms of the last 100 years.

*“Evolving processes in Traffic Management will likely open up new roles for dispatchers in the future.” Dr. Phil Smith—OSU*

The ADF National Aviation Safety Award was presented to Dr. Phil Smith of Ohio State University. Dr. Smith has played a key role in many industry groups and programs in bringing into focus the value and concepts of operational control and the major role it plays in providing the safest air transportation in the world here in the United States.

The first presentation was offered by Roger Beatty, American, Dr. Phil Smith, OSU, and Dr. Keith Campbell, MITRE on the **“Development of an Integrated Advisory System to Support Dispatch Operations”**. To be more specific, a proposal developed by the Collaborative Routing group to address the complexity of decoding reroute advisories. The issues of ambiguity, workload, and routing can be reconciled through use of a flight specific list that indicates textually which flights are effected by an ATCSCC advisory. It’s painfully obvious that in excess of 50,000 IFR cannot be effectively managed through conference calls, web pages, and cryptic messages. This tool, when fully functional, is intended to be transmitted to individual AOC’s via CDMNet for distribution to the specific desks on which the effected flights reside. The concept is similar to the manner in which flights effected by a ground delay program are presented and sent to the queue of the dispatcher responsible. A time frame was not discussed as such but it appears much of the functionality is in place and perhaps this tool can be in place in time for severe weather season next summer.

(Continued on page 5)

*“Part 121 flights are safe because of the distributed responsibilities, the Air Traffic Controller, the Pilot and the **Dispatcher**. If Dispatchers allow this system to become ambiguous, safety will be lost.” Congressman James Oberstar*

*(Continued from page 4)*



The keynote presentation was delivered by Rep. James Oberstar of Minnesota, ranking minority member on the House Aviation Subcommittee. In opening, Rep. Oberstar stated that **“Dispatchers are the Heart of Civil Aviation”**. He offered a brief history of aviation safety dating back to 1967 with references to several flights involved in terroristic attacks including the TWA hijacking in Lebanon and Pan Am 103. As a member of the so called “Pan Am Commission”, he was involved in enacting into law 63 of 64 security related recommendations proposed by that panel. To further aviation security, the Congressman proposed the creation of a Transportation Security Administration. This office of the federal government would have oversight for security in all modes of transportation. As part of a broader focus on aviation safety, his observations include differentiating between security functions and airline functions. Thus, airline functions such as catering, cabin service, fueling, and ground handling should be functions of airline employees and subject to more stringent requirements in terms of background checks. He also discussed the need for more technologically advanced access security and screening of domestic checked baggage with advanced detection equipment provided by the federal government and funded through a “September 11 surcharge”. Considering the future environment, the Representative stated that now is the time to “Do It Right, Not on the Cheap.” During the ensuing question and answer period, the subject of Fractional Ownership proposals came up. The Congressman’s statement regarding this issue was “Fractional Ownership should not be an escape hatch for Safety” and in his role on the sub-committee he would not allow

any proposals to pass that compromised safety or security.

Capt. John Cox, US Airways followed with a brief presentation on pilot’s perspective on cockpit security. He touched on various subjects including the recently formed Rapid Response teams and ALPA’s involvement. Also discussed was the value of dispatch and joint authority and it’s relevancy in maintaining security.

“I was once told that “Pilots should be the conscience of the airlines.” I believe dispatchers have the same responsibility. Captain John Cox

Jim Gardner, FAA and Gordy Rother, newly hired Aircraft Safety Inspector for Dispatch (ASI) in MSP offered a presentation on the Aviation Inspector-Aviation Dispatcher Program. The discussion began with a review of the how the ASI-AD program was developed and qualification necessary to secure this position. Mr. Rother, recently hired as an ASI-AD in MSP, gave an overview of his background and qualifications as well the job responsibilities of this position.

Katherine Perfetti, FAA followed with an overview of the process around the creation of the new Part 91, Subpart K related to fractionally owned and operated aircraft. The dilemma facing the stakeholders that comprised the rulemaking group were the type of operation (private or commercial), who legally is the operator and where does responsibility for compliance reside? The key provisions included in this new subpart proposal include a definition of fractional ownership (previously undefined). The designation of a single program manager and the application of, in the view of the proposal, appropriate safety standards. The comment period is critical to the process by which these new rules will be formulated. At time, it is expected that the comment period that was to have closed October 16 will extended 30 days. Please visit the ADF website for additional information, links to pertinent sites including comment areas, and the ADF position on this proposal.

Our final speaker was Beverly Wright, FBI, who is



currently assigned to the National Defense Preparedness Office with responsibility for the Civil Aviation Counter Terrorism Program. The role of this program is to work with FBI agents and local law enforcement to facilitate aviation security. **In developing this program, Ms. Wright views dispatchers and AOC's as the link her department was missing in obtaining strategic information to counter threats, biological, weapons of mass destruction, or otherwise.** She will continue to leverage her contacts with Corporate Security representatives while building the relationship with ADF as an important piece in the puzzle of aviation security.

The ADF Business meeting was held Sunday, the day before the conference, a number of administrative and organizational issues were discussed. Of most significance were the officer nominations that were accepted. The election for 2002 positions was held at the Tuesday business meeting with the results found on page 22 of this newsletter. Our congratulations and best wishes go out to these folks as they take on their new responsibilities. Minutes will be issued by request to the ADF Secretary, Frances Queenan.

Vendor presentations were given throughout the symposium. Their services and products were displayed in an adjacent meeting room. Thanks to our Sponsors for their continued support.

Over 125 aviation professionals attended this year's symposium. This was the first large scale aviation conference conducted in Washington D.C. since the attacks. The level of participation is a recognition of the importance of the Dispatch profession to safety and security issues of aviation worldwide.

## Volcanic Ash Workshop

The "Volcanic Ash Workshop- Operational Implications of Airborne Volcanic Ash" has been delayed until sometime in mid May 2002. This is in light of the Air Carriers unable to participate due to economic cutbacks. All former participants will be contacted in the Spring of 2002 to notify them of the new dates and location if it would change from Anchorage, Alaska.

## Training Tool-Box Tim Antolovic— American Airlines

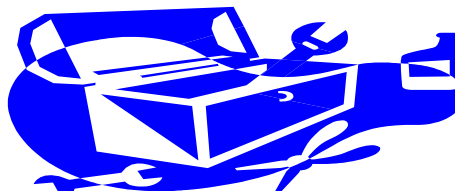
What do the letters U/D/N stand for after the RVR in the following Metars? Is it trend information?

What about FG8? A dispatcher debated that the Fog coverage was 8/8.

YHZ SPECI 250119Z 21005KT 1/2SM R15/P6000FT/U R24/2600V5000FT/D FG VV001 RMK FG8

According to ICAO Annex 3, thirteenth edition from 7/98, page 19, U, D and N are used as noted for Upward trend, Downward trend and No change. This is over a 10-minute period.

It is used fairly regularly in Europe and Canada and should be used increasingly in the U.S., assuming that the FAA sees their way clear to have RVR appended to ASOS automatically (this has been an issue for 7 years).



## Marion C. Blakey Sworn in as Chairman of NTSB

WASHINGTON, D.C. - Marion Clifton Blakey was sworn in as the 9th Chairman of the NTSB.

Ms. Blakey has served in a number of positions in government, most recently as Administrator of the Department of Transportation's National Highway Traffic Safety Administration (1992-1993). As the nation's leading highway safety official, she was charged with reducing deaths, injuries and economic losses resulting from motor vehicle crashes.

"I was extremely honored when President Bush nominated me for this position," Chairman Blakey said. "I look forward to the challenges ahead as the National Transportation Safety Board continues its decades-long mission of improving the safety of all modes of transportation during this critical time in our nation's history."



## How Many Lives Did Dispatch Save?

To All Dispatchers,

My name is Todd Helgeson. I'm a UAL 777 FO based in ORD. I'm writing this letter to express my deep appreciation for the job you did on that tragic day, September 11, 2001, and the professionalism you continue to display today.

I realize through these past few days, you may have been too involved with the operation to reflect how important your job was in preventing an even greater loss of life that Tuesday morning. Let me try to explain using my own flight segment as an example.

When this terrible day started playing out, our crew was preparing for takeoff to Frankfurt, Germany. As we approached the end of the runway, we received your message via ACARS warning of a National Emergency in the U.S. and instructed us not to takeoff. When that message arrived we were less than 2 minutes from take-off. I would suspect this is true of countless other United aircraft across the U.S. and around the world that morning.

**How many more aircraft were ready for takeoff with these coward terrorist on board. Were they on my aircraft that day? My friend's aircraft? How many more hi-jackings were prevented because of your quick reaction to this disaster? How many lives did you save on that terrible morning? We may never know.**

The role of the dispatcher is often understated and, quite honestly, taken for granted at times. This is not one of those times! You deserve to be recognized! Take pride in what you do! Never forget the role you played on this tragic day. It was truly one of your finest hours!

Respectfully, Todd Helgeson

## The CIWS Web Site is Online!

**If you use ITWS, then you will love CIWS.**

Now ready for your use and evaluation. The GIF/HTML version of the CIWS web site is now available as well as the existing Java Version.

Visit

<http://ciwswww.wx.ll.mit.edu:8080/index.html>.

Your user name and password are identical to the ones created under the ITWS WEB Site (<http://www.wx.ll.mit.edu/itws>).



## RTCA to Assist with Implementation of the Operational Evolution Plan

The Federal Aviation Administration has asked RTCA to assist with implementation of the Operational Evolution Plan (OEP). The OEP, which was recently released by the FAA, outlines the Agency's commitment to address the gap between the demand for air transportation and the capacity to meet that demand over the next 10 years. This major initiative will require consensus and close collaboration among all public and private elements of the aviation community.

The RTCA Policy Board is addressing the Free Flight Steering Committee Charter and membership items. Additional details can be accessed on the RTCA Web page [www.rtca.org](http://www.rtca.org).



## Aviation Security In Dispatch Giles OKeeffe Northwest Airlines

After the ADF Symposium in October, thanks to the efforts of Michelle Duquette and Mike Harkin, ADF has continued the relationship with the FBI and is reaching out to other agencies in an attempt to find suitable ways to handle bio-terroristic threats against any of our flights. We don't have the answers yet, and I strongly stress that you should first and foremost follow your company procedures in any of these situations. The problem we have is that our company procedures may be lacking for some circumstances.

One air carrier in this country has had over 50 cases of a "suspicious powder" on its aircraft in a two week time period. My big concern is that after 50 false alarms, there is a tendency to assess the next threat as simply another false alarm. My other concern is that, frankly speaking, anthrax is nothing to get excited about when you compare it to the other nasties that exist. And many of these nasties are not visible to the naked eye.

In my opinion, it is imperative that there is a competent central agency responsible for monitoring and profiling all these threats. That agency is the FBI. The FBI operations center (called SIOC) is staffed 24 hours a day and has the ability to grab any type of expert you can imagine, within a very short period of time.

ADF has suggested to the FBI and others that we should consider adapting a form of Positive Target Identification (PTI) for bio-threats. I do not yet know what form that PTI would take. Certainly, we need a checklist that will quickly allow us to eliminate the non-credible threats that continue to arise. That same checklist should rapidly move us into emergency action if following it indicates a viable threat. Dispatchers are not trained to recognize these threats, but we are trained to handle emergency situations. It should be a relatively simple step to provide the additional education required that will indicate when a dispatcher needs to

contact the FBI SIOC.

Thanks to Russ Gold and Scott Belcher at the Air Transport Association (ATA) for inviting ADF to join a telecom that covered a lot of territory. All dispatchers should be aware that the ATA website has valuable information regarding bio-hazards. Contact your company or the ATA for access to the protected area of that website.

### Questions that need to be answered include:

- When does an aircraft involved in a bio-threat need to be diverted to an airport that has access to quarantine facilities?
- When does it make more sense to off-load the passengers, and when do the crew and passengers need to be relegated to a remote area for isolation of the threat?
- What is the best way to handle a suspicious powder or other visible agent?
- What are the symptoms that an individual can display that should immediately trigger a call to the FBI and a request for Center for Disease Control (CDC) participation in the event?
- How do we establish the credibility or non-credibility of a threat?
- Should we contact the FBI SIOC even when we have non-credible threats?
- Who clears the aircraft for a return to service?
- Does the local health facility have that authority, or does the FAA medical staff need to be involved?
- Does the FAA over-rule the local public health authority? Since liability in these instances will always rest with the certificate holder, does a release from a local facility and the FAA constitute sufficient release from liability that the certificate holder will be comfortable with returning the aircraft to service?
- Are there cleaning agents that will be used in the event of a bio-threat that could cause harm to aircraft components?

*(Continued on page 9)*





(Continued from page 8)

Do your dispatchers have access to a checklist so that the pilot in command can be guided through a suitable procedure during one of these threats?

When you have a bio-threat, what consideration must be given to preserving the crime scene?

We have a lot more questions, of course. **There is a need to start new training procedures for pilots, flight attendants and dispatchers. These training procedures must be coordinated, so that we are using the same guidebook, or confusion will be the primary result.** In fact, we need to provide some training to air traffic controllers. There are lots of flights in our airspace that have no dispatcher resource available to them. In case of bio-threat, it is logical that the pilots on those aircraft will be asking air traffic controllers for assistance that the controllers may not be equipped to provide.

What about foreign carriers in US airspace? What about our flights in foreign airspace? The Canadians were extremely gracious to accept our flights on September 11th, even though it was obvious that entailed some element of risk. I am not so sure they would be as willing to accept a flight with suspected smallpox, Ebola or some other viral agent on board. We need to get a procedure established before the first airplane ends up fuel critical as governments or local agencies argue about jurisdiction.

As with any type of threat, I recommend you review and follow your company procedures first. I cannot stress that enough. Most dispatchers know little about this subject matter and your airline has people who are trained to handle these issues. If your pilot in command or your cabin crew remains uneasy with the company's evaluation of a situation, you do have access to the FBI and CDC. Coordinate these efforts first through your company management. Verify your company has these phone contacts. If you contact the FBI SIOC, you will need to advise him or her who your company security POC or point of contact is. The FBI has a list of airline company security POC's.

If you call, I most strongly recommend that you call the FBI first, and the FBI will make an initial assessment, bringing in the CDC if that is considered appropriate. This should cut down on the number of calls to the CDC for non-credible threats. Also, if you call the CDC, the CDC immediately calls the FBI. So, save yourself some time. Call the FBI SIOC first.


ADF will continue to participate in this process. Hopefully, we can engage the Center for Emergency Preparedness and Public Health in Canada, and other agencies that you can help us identify as central to this process.

Last bit of info... there are 8 airports in the US that have US Public Health Quarantine Facilities; JFK ATL MIA ORD SEA SFO LAX HNL First thing that comes to mind is that we could use similar facilities at some other airports (DFW MEM IAH DEN ABQ PHX, for examples). If you are faced with a credible threat of a viral bio-hazard, you should probably put your dispatcher brain to work and assess the possibility of getting to one of those 8 airports. We have asked some of the participants in this process to provide a list of other airports that are well-equipped to handle hazmat problems and health problems, even though they do not have Dept. of Public Health Quarantine facilities. Just as we have a published list of airports with bomb-

(Continued on page 10)

(Advertisement)

**David R. Bornemann Associates, Inc.**  
 8133 Leesburg Pike, #500  
 Vienna, Virginia USA 22182  
 Phone (703)821-6848  
 Fax (703)821-3523  
 email [dbornemann@compuserve.com](mailto:dbornemann@compuserve.com)  
 or visit our website at [www.drba.com](http://www.drba.com)



**Total Flight Operations Automation**

*Providing Global Solutions for the World's Airlines*

<input checked="" type="checkbox"/> Schedule Planning	<input checked="" type="checkbox"/> Crew Training
<input checked="" type="checkbox"/> Crew Planning	<input checked="" type="checkbox"/> Dispatch
<input checked="" type="checkbox"/> Crew Scheduling	<input checked="" type="checkbox"/> Flight Following



(Continued from page 9)

dogs, it appears we have now reached a point in history where similar lists for bio-hazards have become essential.

Thanks for all you do for the dispatch profession and for public safety. As dispatchers and others involved in this process, we need to dramatically increase our knowledge and our vigilance in this dangerous time.

### Helpful Links to Security Issues...

- CIVIL AVIATION SECURITY <http://cas.faa.gov/>
- FIRST GOV: [www.firstgov.gov/](http://www.firstgov.gov/)
- CDC: [www.cdc.gov/](http://www.cdc.gov/)
- FBI: <http://www.fbi.gov/>
- List of Secure airports  
[www.faa.gov/ats/ata/airport\\_cert/airport\\_cert.html](http://www.faa.gov/ats/ata/airport_cert/airport_cert.html)

### In History.....

On September 11, 1977, President Nixon Instituted metal detectors.

### The ADF Video "Night Approach to JFK",

A behind-the-scenes view of a day in the life of "the invisible airmen" who are FAA licensed as aircraft dispatchers. .

**ONLY \$10.00** plus \$3.00 s/h..  
Order online or call  
**800-OPN-CNTL.**

## KLM Tests Joint Responsibility in Amsterdam

The first of November, KLM took a step forward and implemented a joint responsibility & operational control system patterned after NWA with input and guidance from Roy Wynn and Al Krauter, ADF's Director of Training.

Al stated, *"It took too long, but important changes often do. All it will take is for one carrier to demonstrate the benefits of a true operational control system and the others will follow. We're ready to help them so do it right the first time as there may be no second chance...I'm pumped. This is aviation history in the making!"*

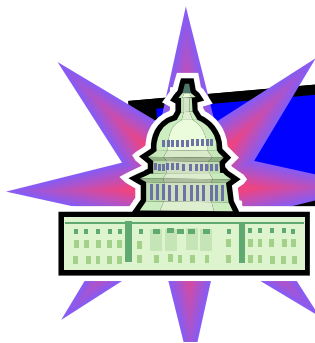
We share in their enthusiasm and look forward to a full report on their return.

New ADF Golf Shirts are in! Purchase at the ADF Store at [www.dispatcher.org](http://www.dispatcher.org) Or contact [fpearsall@dispatcher.org](mailto:fpearsall@dispatcher.org)





“KEEPING THE DISPATCH PROFESSION INFORMED”



Update From The Hill

Brian L. Schultz
ADF Vice President Governmental &
Legislative Affairs

With the horrific events of September 11th, legislators have proposed a flurry of new laws that will impact the aviation industry. ADF has been keeping an eye on the actions of Capitol Hill and has been actively protecting the interests of the aircraft dispatcher.

On September 21st, Senator Ernest F. Hollings introduced in the Senate, S.1447, titled the Aviation Security Act. One of the key aspects of this legislation was improved flight deck integrity. SEC. 5. IMPROVED FLIGHT DECK INTEGRITY MEASURES. (a) (1) prohibiting access to the flight deck of commercial aircraft engaged in interstate or intrastate transportation while the aircraft is so engaged by any person other than a member of the flight deck crew;

On September 25th, a similar bill was introduced in the House of Representatives by Congressman Greg Ganske. Known as H.R.2951, Representative Ganske’s bill also contained language which could have potentially denied aircraft dispatchers access to the cockpit jumpseat.

Under FAR 121.463 and 121.527, aircraft dispatchers are allowed access to the cockpit.

Prior to the Senate vote on S.1447, portions of the bill's language were amended to once again grant dispatchers access to the cockpit jumpseat. Specifically, the prior language which granted cockpit access only to a “member of the flight deck crew” was changed to grant access to "authorized personnel.” This Bill passed 100 to zero and with its revised language, the Senate’s Aviation Security Act did not restrict the aircraft dispatcher's access to the cockpit jumpseat.

Meanwhile, in the U.S. House of Representatives, a companion bill introduced by Representative Ganske on October 24th, H.R.3165, restricted “access to the flight deck...except to authorized personnel”. While the lan-

guage in this bill mimicked that in S.1447, this Bill did not make it to the floor for a vote. H.R. 3150 was the bill the House ultimately voted on. This Bill does not contain any language at all concerning flight deck access, therefore does not contradict what was previously approved in the Senate, nor existing regulations.

“Thanks for the hard work! I am sure that this effort will prove to be successful.”
Jim Gardner FAA

As this issue of the ADF Newsletter goes to press, a joint House-Senate committee is hammering out final details of the Aviation Security legislation which will ultimately end up on President Bush's desk. It would appear highly unlikely that the language covering the aircraft dispatcher's right to access the cockpit jumpseat will be changed in Conference. Nevertheless, ADF will keep a close watch on this process. Our thanks to those who made phone calls, arranged meetings and wrote to their Congressman and Senator on this issue.

Visit the web-sites listed below to find out more.
www.senate.gov,
www.house.gov, & www.thomas.loc.gov

SkySource by ARINC
INTEGRATED AERONAUTICAL INFORMATION
WebASD WebAirport
WebASD Express
www.skysource.com
tel: 888-225-8040 or 410-266-2189



## Southwest Airlines Creates Top Security Job; Carrier Adds a Vice President Safety, Security, and Flight Dispatch

Southwest Airlines has created the position of Vice President Safety, Security, and Flight Dispatch. Greg Wells, Southwest's former director of flight dispatch, will assume the new post. The position will be part of the company's Senior Management Committee and will report to Southwest's chief of operations.

"We fully support the DOT's recommendation that the nation's airlines and airports name a high-ranking official who can receive sensitive intelligence information and act on it immediately," said Jim Wimberly, Southwest's executive vice president and chief of operations. "A significant emphasis has been placed on sharing intelligence information and we want to make sure that information is turned into action at Southwest Airlines."

In an effort to foster the integration and sharing of information, the DOT recommended that all airlines and airports designate a senior-level security officer who would possess a security clearance high enough to act on sensitive intelligence information. That person would work in concert with law enforcement and intelligence communities to ensure that swift and decisive action is taken when sensitive information is made available.

The current Southwest Airlines departments of corporate security, flight dispatch, operations security, and safety will report to the new position.

Wells is a 20-year Southwest Airlines veteran with a broad background of operational experience including that of Southwest's station manager in both San Jose and Phoenix where he lead all aspects of the airline's operations in those cities. In 1996, Wells earned the role of regional ground operations director then became senior ground operations director in 1997. He assumed the helm of flight dispatch in 1999 as its director.

"I have been following the aftermath of Sept. 11 like every other American and have wondered, 'What can I do?' I am proud to serve in this position as I believe it will make a difference in restoring confidence in our nation's air transportation system," Wells said.

Southwest Airlines, the fourth largest domestic carrier in terms of Customers boarded, currently serves 59 airports in 58 cities in 30 states. Based in Dallas, Southwest currently operates more than 2,760 flights a day with a fleet of 358 Boeing 737s with an average age of 8.4 years -- one of the youngest pure jet fleets in the domestic airline industry.

### Upcoming ADF Meetings

Winter 2002 Business Meeting  
February 24-26, 2002  
Oklahoma City, Oklahoma

Spring 2002 Business Meeting &  
World Dispatch Summit  
May 6-8, 2002  
Toronto, Ont. Canada

Summer 2002 Business Meeting  
July 28-29, 2002  
TBA

Symposium and Fall Business  
Meeting  
October 7-9, 2002  
Washington, D.C.



(Advertisement)

## New Graphics Found on the Winds/Temps Page on ADDS!

Automated Systems In Aircraft Performance, Inc. is a provider of operational data worldwide. Our service and quality has been ranked at the highest level along with an affordable price. Our staffs of aircraft performance engineers and programmers are here for your specific needs.

We have 24 hour, 365 days a year service with immediate runway analysis turn around time. Also available is our Internet access server to obtain runway analysis data at your convenience anytime. Constant surveillance of airport characteristics insures that your data is providing maximum payload and safety. Complete weight & balance substantiation report for governing authority approval, with working manifest can also be prepared specific for your aircraft operations.

“Load Control” is our latest automated weight and balance/runway analysis system. The system combines weight & balance with real time runway analysis. The application can be stand alone on a single PC or networked with a central site server. This program can even be provided on laptop or pen top computers located in the cockpit. Developed using drop down selection boxes along with specific requirements that the aircraft be loaded within it’s limits, users can feel comfortable with the system with little to no training. When combining the weight and balance with real time runway analysis, payloads can be maximized using actual conditions. Our easy to create shortened runways ensures your aircraft departs on time even when construction work is in progress at the last minute. Loading of the aircraft can be automated along with hand placing the load where you need it. The system always verifies that the aircraft is loaded properly before the flight can be released.

If you would like additional information, please call (724) 742-4777 or email at [cwteets@asapinc.net](mailto:cwteets@asapinc.net).

Users told us they wanted the typical levels of 3, 6, 9, ... thousand feet so we changed. In addition, we have added an option to view streamlines instead of wind barbs. Furthermore, we added temperature plots aloft and at the surface.

There are now two options for viewing temperatures. The first is simply the temperature in degrees Celsius at a given level. The second is the temperature departure from the ICAO Standard Atmosphere.

As an example, at 12,000 feet the ICAO Standard Atmosphere temperature is -8.3 C. The actual temperature at 12,000 feet at New York's JFK airport is nearly 2 C Thus the graphic of "temperature difference" shows a departure of "ISA+10" contour over JFK (at time of writing this message).

Found at [www.dispatcher.org](http://www.dispatcher.org), select “Weather Briefing” and select 2.A or <http://adds.awckc.noaa.gov/projects/adds/winds/>

Previously ADDS displayed wind speed graphics at a few select levels aloft (and at the surface).

Feel free to email ADDS or post messages on the ADDS Forum if you need assistance.

*Flight Control Academy, LLC.*



Aircraft Dispatcher  
and  
Operations Training  
3710 S. Park Ave., Suite 704  
Tucson, Arizona 85713  
Telephone: (520) 670-9583  
FAX: (520) 670-9588  
[www.flightcontrolacademy.com](http://www.flightcontrolacademy.com)  
E-Mail: [jjcaz@flash.net](mailto:jjcaz@flash.net)

**Offering the following programs**

**Aircraft Dispatcher Certification Course**  
(6-weeks - 200 hours)

**Reduced Hours and Correspondence Course**  
(For those who qualify)

**Airline Dispatcher Initial and Recurrent Training**  
(specific to the airlines approved program)

---

**Program Approvals**

Federal Aviation Administration  
State of Arizona - Dept. of Education (JTPA)  
State of Arizona - Dept. of Veteran's Services



THE PRESIDENT'S CORNER
Aviation Will Never Be the Same

My sympathy to anyone who lost a family member, a friend or a co-worker during the September 11th criminal events.

Aviation will never be the same. Let us hope that our elected representatives have what it takes to force the changes that we have all known, for a long time, are absolutely necessary for an acceptable level of safety.

My deepest thanks to the good people at NavCanada, who willingly accepted US carriers into their airports when the US government would not. While I completely understand the decisions made by the FAA in the US, it was extremely fortuitous that the Canadians did not shut the door on us.

My thanks also to all the professional dispatchers, who reacted rapidly and calmly when faced with a situation nobody had been trained for. While a few aircraft landed at airports that are not on our usual itineraries, nobody got hurt, nothing got damaged. That was, in and of itself, a small miracle.

Aviation has changed forever in the United States. We can get it back to what it was, provided we insist on proper security procedures, always, for everyone. That is the only way we can attempt to prevent any repeat of these cowardly acts.

My prayers are for those left behind, numbed by the ceaseless images from network television and the senseless prattle from newscasters and so-called aviation and security experts. More than ever, we need to continue the fight for improved safety at every level. While security may not be THE area of expertise for dispatchers, there are numerous other areas where we are, indeed, experts. We need to press the fight, especially at the Con-

gressional level, so that all those other areas where safety continues to be eroded by the pressure of economics will be put into the spotlight, and . Dispatch safely and professionally. Don't let a handful of sick terrorists change your professional standards.

My sympathies especially to our colleagues at American and United. It could have been any one of us. Giles O'Keeffe—Northwest Airlines

To communicate comments, suggestions, & concerns to the FAA related to the events of Sept. 11, e-mail 9-AWA-TELLFAA@faa.gov

FlightSafety International is the world's largest aviation training company.

Aircraft Dispatcher Training at its best.

FlightSafety international has developed a specialized course of study that provides thorough preparation for the FAA aircraft dispatcher licensing exams.



- 240 hours of FAA approved classroom training
• Full and part-time classes
• Open enrollment
• Full-motion simulator training
• Experienced licensed instructors



- FARs; Meteorology; Navigation; Aerodynamics; Aircraft Systems, Performance, and Weight & Balance; Comm; Simulated Instrument Flight; ATC Procedures; Practical Dispatching; Flight Planning; Exam Prep. and more.

FlightSafety international

- Recurrent training available for licensed dispatchers.
• Hands-on computerized weather and flight plan training.

Call Now (800) 877 5343 Ext. or (718) 565-4118 For information, schedules, and registration

Multiple U.S. training locations for your convenience (including New York, St. Louis)



## URET a Great NAS Tool, Just Don't Forget the Dispatcher

Gary Dockan - US Airways Flight Dispatch Training Instructor

URET (User Request Evaluation Tool) is a conflict probe tool used by the ATC Controller to look out 20 minutes in front of an aircraft. This can enable the elimination of an airway dogleg and more importantly, can eliminate a climbing or descending crossing restriction and substantially reduce fuel consumption. US Airways has worked with the Indianapolis ARTCC to remove the arrival crossing restriction at FLM. This will result in substantial annual fuel savings for Pittsburgh arrivals.

FAA has practiced separating aircraft from airspace rather than aircraft from aircraft for years. URET moves this in the right direction where we can realize the benefits of additional unrestricted climbs and descents and improved fuel flows.

URET enables the ATC controller to probe 20 minutes out within his / her sector. By removing crossing restrictions, it can actually permit operations closer to the flight plan profile. It also enables the elimination of airway doglegs when possible.

All airlines, including ours, are positioning to assure that the Free Flight Program Office technology deployments, such as URET, support their core route network.

Let me be clear. I am a big fan of URET, but **if we continue to let well wishing writers distort, or worse yet eliminate, the role of the dispatcher, safety will be compromised and we will only have ourselves to blame.**

I sent the following article out over the CDM Exploder to bring to the attention of safety conscious NAS users how good intentioned writers often tend to leave the Certificated Professional Dispatcher out of the equation when it comes to safety in the NAS. The article did a great job of extolling the virtues of URET in a way that was inclusive of the Pilot and Controller while excluding the Dispatcher from the process all together.

An article on URET from the FAA newsletter, "FAA Intercom" ([www.faa.gov/apa/intercomindex.htm](http://www.faa.gov/apa/intercomindex.htm)) says, "the controller punches in the request and the proposed route flashes a color code that tells the controller if the request is safe". **Does it tell the controller if there is turbulence, icing or convective activity on the new route? Does it tell the controller if the route is sending the aircraft directly into the heart of the Jet Stream (the wrong way)? Does it tell the controller the aircraft is light enough to stay 2000 feet above mountain terrain if it should loose an engine? Does it tell the controller that this specific aircraft is not capable of being routed more than 50 miles beyond the shore. Does it tell the controller that the aircraft has an engine anti-ice valve stuck in the closed position and cannot penetrate known or forecasted icing? I guess it depends on what "safe" is.**

URET, used properly can be extremely beneficial. In extolling the virtues of URET, of which there are many, the writers of this article, inadvertently, tend to encourage controllers to give directs to pilot requests and leave the dispatcher out of the loop. Note the statement, **"direct routings by controllers have increased by 40 percent. This translates into less flying time, less fuel consumption, lower costs and greater passenger benefits."** How do it know? Dispatchers select routes that meet the specific airlines objectives. Safety is the first concern in selecting a route. Economic objectives follow. The dispatcher is at the heart of this

*(Continued on page 16)*

### Answer to "Trivia" from back page:

PACK: Pneumatic Air Conditioning Kit  
Six Pack: The six enunciator lights usually found on the light shield adjacent to the master caution light.



(Continued from page 15)  
decision making process.

**Controllers need to know that pilots do not have the capability to process most of these variables enroute. We need to encourage the pilots to always check with the dispatcher, time permitting, before asking for direct.**

But we must have controllers refrain from offering direct. Giving a direct is not necessarily a value added benefit. Please do not encourage directs and always include the dispatcher. Consider the Dispatcher Task Analysis to be the right.

**URET... a Great NAS Tool, Just don't forget the Dispatcher!**

*"Flights don't just happen." "The flight superintendent, or airline dispatcher, may be considered a member of each flight crew on duty in his area. He's the only one responsible for flight movements who has continuous direct knowledge of reported weather in existence, trends and forecasts, airway traffic and the balancing of equipment necessities. He's the person who has the final word in clearing or holding a flight."*

Quotation from a 1948 booklet on employment opportunities at Northwest (entitled "You and the Air Age").

Join the More than 500 Aviation Professionals that are Being Notified of Dispatch Announcements by E-Mail! Visit the ADF web page at [www.dispatcher.org](http://www.dispatcher.org)



Located at the lower, right side of the home page, select this button and sign up!

## Dispatcher Task Analysis

For Domestic Operations, the dispatcher performs multiple tasks in pre-flight planning.

These tasks broken down can be identified in 13 separate tasks.

These 13 tasks can be broken down into 104 additional sub tasks.

13 tasks and 104 sub tasks are required to pre-flight plan ONE release.



### Airline Dispatcher Career Training

FAA Aircraft Dispatcher License - 6 Weeks

\$2795 Complete - Includes FAA Exam Fees & ETOPS Training Course  
Course Tuition Financing is available! Day & Evening Classes

E-Mail: [info@airlinedispatcher.com](mailto:info@airlinedispatcher.com)

Or [airdisp@flash.net](mailto:airdisp@flash.net)

**Internet:**

**[airlinedispatcher.com](http://airlinedispatcher.com)**

**Tel +1 817 281 2290,**

**24 Hr Fax Line +1 817 281 1190**

Call or fax us now for information & a brochure on a challenging airline career

### Airline Flight Dispatcher Training Center

*"World Leader in Airline Dispatcher Training"*

900 Airport Freeway, Suite 138, Hurst, Texas 76054 USA  
(Paid Advertisement)



Advertisement



**Boeing Air Traffic Management**

**Improve Safety, Reduce Delays and  
Open the Skies to Add More  
Capacity.**

These are goals of Air Traffic Management, a business unit that The Boeing Company created in November 2000. The core of this start-up operating group was formed by an organization within Boeing that has been working air traffic issues with governments, regulatory agencies and private industry for the past 25 years. Air Traffic Management has since rounded out its team, pulling in leaders from the Boeing Joint Strike Fighter, Space Shuttle and Phantom Works programs and Boeing Commercial Airplanes sales and marketing. Team members also include experts in cockpit procedures, airport and runway design, air traffic control, airline operations control, avionics system performance and safety analysis, and airspace procedures and routing.

John Hayhurst, Boeing senior vice president and president of Air Traffic Management, leads the business unit, which has offices near Seattle, Washington and Washington, DC.

Air Traffic Management is approaching the challenge by Working Together, a disciplined approach to designing and integrating a new air traffic system. Working Together brings together the many air traffic stakeholders – passenger and cargo operators, airports, pilots, dispatchers, controllers, general aviation users, business aircraft operational requirements. Working Together with the diverse group will propel the industry toward a common solution that exceeds any other generated by parties working alone.

**An Industry Leader for 30+ years**

**ATI**



**AIRCRAFT DISPATCH TRAINING**

*Dispatch Training That Goes Beyond...*

**ON-SITE**

6-week  
structured  
program

**OR**

**\*CORRESPONDENCE**

WITH 2-week  
on-site course

*\*for individuals with a certifiable  
aeronautical background only*

**1-800-292-9149**

Academy Training Services, Inc. • Minneapolis, MN

***We Place Our Graduates Nationwide!***

**Kavouras, Inc.**

**Full Service Aviation Weather**

**1-800-328-2278**

**Dispatcher Workstations \***

**Training \* Graphics**

**\*Radar & Satellite Imagery**

## A Debt of Gratitude

Dave Smith—Delta Air Lines

Out of the tragedy and chaos of terrorist bombings that occurred on 11 September 2001, rose many quiet but proud reports of humans reacting and interacting for the good of others without regard for personal cost. We are all familiar with the stories of bravery and self-sacrifice related to the bombing sites in New York and Washington, DC. I believe that another location loaded with human interest stories was overlooked in that pandemonium: Canada.

In the process of demonstrating Operational Control (diverting and canceling every active flight in or en route to the US), dispatchers working international flights that were already en route were forced to make decisions about off-landing those flights, since the FAA had told us that those flights would not be permitted to continue towards or land in the US. Some flights were turned back to their departure airports, but many were too far along to turn back. That border blockage left many dispatchers no choice but to direct their flights to land in Canada, not knowing if there was additional risk to the Canadians from terrorists who might or might not have been on board those flights in conjunction with the attackers who had already struck the US.

Without apparent regard for their national security or personal costs and impact, the Canadians willingly invited our international fleets to invade their airports. Amazing photos exist of airports in eastern provinces of Canada, showing runways closed and filled with diverted aircraft sitting nose to tail, wingtip to wingtip. While I was involved on the domestic side and thus had no interaction with any of our Canadian counterparts, a number of dispatchers have great stories from those diversions and the help they got in the midst of the confusion. Giles O'Keefe, ADF's President, has some very humorous anecdotes of conversations with his namesake in a Newfoundland NavCanada tower.

Even more amazing and heart-warming are the stories we have from crewmembers and customers of the warm welcome and open homes that they received from the citizenry. In many cases, the population of the diverted flights outnumbered the local population. Obviously, these towns were not prepared to handle this enormous influx of travelers and so, when the hotels filled, their homes and schools and meeting places were converted

to emergency shelters. Travelers were fed, given access to interpreters and phones and showers, and transported to and from the airports (as much as forty miles away) as the aircraft were secured and prepared to continue their flights days later when the US was ready to reopen the airspace. It was an enormous undertaking in coordination efforts that was accomplished with grace, skill, and good humor.

So I would like to honor our Canadian neighbors, who accepted the risks to their own national security, then cared for our customers and crews in the frantic hours and days that followed the bombings. At the ADF Symposium in Washington, DC, every speaker, including Congressman Oberstar, noted the remarkable role our friends played on that fateful day and the days that followed. So little was played in the media of the success stories that occurred in Canada, but it is important for all of us to recognize and thank our allies to the north for the selfless and important role they played.

Secretary Norman Mineta, speaking at a news conference on 11 September 2001, said, "And so we owe our Canadian neighbors a debt of gratitude for helping us as we redirected over 120 flights and their passengers to airports in Canada." I echo that sentiment.



**ASAP**®

**Automated Systems in Aircraft Performance, Inc.**

**Service and Quality You Deserve**  
**Tailored Systems and Formats for Your Specific Needs**

• Runway Analysis	• Airport Characteristics
• On-Board Computing	• Dial-Up Data
• Weight & Balance	• Licensed Software

**6675 Mars Road, Cranberry Twp., PA 16066-6909 USA**  
**Cecil W. Teets - President** • Email: [cwteets@asapinc.net](mailto:cwteets@asapinc.net)  
Phone: (724) 742-4777 • Fax: (724) 742-4770 • Internet: [www.asapinc.net](http://www.asapinc.net)



## NTSB Final Report on Little Rock Items Of Interest to Dispatch NTSB-AAR-01/02

This is a portion of the abstract from a brief of the accident and does not include the Board's rationale for the probable cause, conclusions, or safety recommendations. The pertinent safety recommendation letters will be distributed to the recommendation recipient as soon as possible.

The following are those items that may be of interest to the Dispatch profession.

### 36 TOTAL CONCLUSIONS WERE ISSUED

- Aircraft penetration of thunderstorms occurs industry wide.
- The local controller provided appropriate, pertinent, and timely weather information to the flight crew regarding the conditions on approach to and at the airport.
- If near-real-time color weather radar showing precipitation intensity were available, **it would provide air traffic controllers with improved representation of weather conditions in their areas of responsibility.**
- **The ability of flight dispatchers to provide timely and accurate weather support would be enhanced if they had access to Terminal Doppler Weather Radar information at airports where it is available and Weather Systems Processor information when the system becomes available.**
- Center Weather Service Units should be staffed at all times when any significant weather is predicted to affect their areas of operation, even if the weather is predicted to occur before or after normal operating hours.
- The Automated Surface Observation System “lockout period” can prevent the relay of critical weather information to flight crews.
- 
- Runway visual range data should be directly reported to automated weather systems

### 22 SAFETY RECOMMENDATIONS

As a result of the investigation of this accident, the National Transportation Safety Board makes the following recommendations:

--To the Federal A.. **Establish a joint Government-industry working group to address, understand, and develop effective operational strategies to reduce thunderstorm penetrations**, and verify that these strategies are incorporated into air carrier flight manuals and training programs as the strategies become available. The working group should focus its efforts on all facets of the airspace system, including ground- and cockpit-based solutions. The near-term goal of the working group should be to establish clear and objective criteria to facilitate recognition of cues associated with severe convective activity and improve flight crew decision-making.

- **Incorporate, at all air traffic control facilities, a near-real-time color weather radar display that shows detailed precipitation intensities.** This display could be incorporated by configuring existing and planned Terminal Doppler Weather Radar or Weather Systems Processor systems with this capability or by procuring, within 1 year, a commercial computer weather program currently available through the Internet or existing stand-alone computer hardware that displays the closest single-site Weather Surveillance Radar 1988 Doppler data or regional mosaic images.

-**Provide U.S. air carriers operating under 14 Code of Federal Regulations Part 121 access to Terminal Doppler Weather Radar, at airports where the system is available, and access to the Weather Systems Processor, when it becomes available, so that their flight dispatch offices can use this information in planning, releasing, and following flights during periods in which hazardous weather might impact safety of flight.**

- In cooperation with the National Weather Service, ensure that Central Weather Service Units are adequately staffed at all times when any significant weather is forecast.

- Modify automated weather systems to accept runway visual range (RVR) data directly from RVR sensors.

For more information, visit [www.nts.gov](http://www.nts.gov)



# A System Approach

Paul Branch FAA

*(The following is the first in a series of articles offered by Paul Branch. For a look at the series in its entirety, visit [www.dispatcher.org/library](http://www.dispatcher.org/library))*

## The Dysfunction of Fragmentation

From an early age, we are taught to fragment the world to make it easier to understand problems, to make them "more manageable." However, we pay a hidden price for doing so. We lose our sense of connection to the larger whole and can no longer see the **consequences of our actions**. Is the world made up of separate, unrelated and independent elements? Of course not, but we often act as though we believe it is. Our dilemma is to solve problems within the envelope, or full context, of understanding how the larger system works and to understand how individual problems and solutions contribute to, or detract from, the overall functioning of the whole system.

*When considering the ATC system, we know that actions taken by any major facility (and many minor ones, as well) usually have a significant effect, often adverse, on much of the rest of the system. The question we face is: How can we better understand, and manage, the ATC system so it can perform up to its maximum potential? And, how can we resolve problems within the ATC system in such a way as to contribute to a greater level of success for the entire system, rather than resolving problems for the benefit of individual elements (i.e., "parochialism") at the expense of the larger system?*

## What's Wrong With Us?

Peter Senge, author of The Fifth Discipline, The Art and Practice of the Learning Organization, submits that we, both as individuals and as an organization, are hampered by "learning disabilities" and "structural problems." One of the most significant challenges we face is our corporate structure and culture. **Our ATC system (indeed, our entire aviation system) is very fragmented.** Nine regions, twenty domestic ARTCC's, 400+ towers, more than 700 enroute sectors. **Each of these elements has, to a certain degree, its own agenda**, because its activities reflect the thoughts and values of the people who staff these functions. Our cultural climate embraces independence, with each air traf-

fic controller, to a certain extent, under the belief that they are the masters of their own destiny ("**It's your airspace, work it!**"). Each function is managed in a somewhat independent way, with clearly delineated functional and/or physical boundaries, and yet each is expected to contribute to the success of the whole system; that is, the whole thing is somehow expected to "come together." It usually does, although often in a haphazard way that defies explanation. **But when things don't come together, it can be a real mess. In fact, the system can often be "held hostage" to the actions of a few, single-minded, independent elements. Is this the best we can do?**

Additionally, the traditional authoritarian, hierarchical organizational structure fails to tap our human potential. Yet, this is exactly the kind of organization we operate within. The world has become too complex for a select few "at the top" to keep up with. People within the organization are no longer simply "hired hands;" they bring a vast intellectual capital (i.e., "brain trust") to the endeavor that we must find a way to tap. **We all need to know what every individual knows because that contribution may make all the difference between success and failure.**

## The Need For Change

A "system approach" is all about how we think, how we interact, and how our corporate practices need to change. **It's actually larger than just air traffic management, but it has to start somewhere.** Notice how our traditional structure focuses on controlling people, so the organization expends lots of resources creating reams of rules and procedures that effectively deny people most opportunities to exercise reasonable entrepreneurialship. We focus on breaking problems down and compartmentalizing them so they are manageable, so we create individual jobs and divide up the work (i.e., stovepiping), even though this often causes a dysfunctional whole. We worry that people will not do the "right" thing, so we create hierarchies where the boss does most of the thinking and directing, and the employees are expected to do what they are told, even though this may deny the organization of potentially valuable input from those who are most intimately (continued on page 22)



# International Letters

## Airline Dispatchers – Purview and Reality in Africa

John A. Aryeetey –Ghana Civil Aviation Authority Safety Regulation Department

African air transport operators are regulated by their individual States most of who are signatories to the Convention on International Civil Aviation (ICAO). These civil Aviation Authorities develop and implement common safety regulatory standards and procedures based on ICAO Annexes and related documents.

Various African Air operators exercise operational control established to maintain a method of supervision of flight operations approved by their respective CAA. Air operators always ensure that personnel assigned to, or directly involved in ground and flight operations are properly instructed, trained in their particular duties and aware of their responsibilities. Since dispatchers from Africa trained under ICAO, member States are not necessarily required to hold licenses in accordance with provisions of Annex 1; it has been the responsibility of the State and/or operator to ensure they are properly qualified. This practice had remained dormant since decades until its resuscitation in recent years with few operators personnel in Africa now geared to train to obtain FAA aircraft dispatcher Licenses.

The development of such concept in most African states should be strongly encouraged by the ADF. The FAA should continue to support and advise air operators in Africa on available facilities and infrastructure, services and training needs to enhance positive operational control. I would like to congratulate Sheffield School of Aeronautics for its effort to ensure that Africa is not left out. I would also like to congratulate the FAA for revisiting the amending its master plan to ensure reinforcement to security and its commitment to project operational control by airlines.

In the wake of the September 11 tragic event, collaborative decision-making and effective management by Airlines dispatchers globally are strongly essential deterrent to such unscrupulous acts of terror. The triad of safety (Airline Dispatchers, ATC and Pilots) should not be undermined, they should step out campaign to build public confidence and ensuring safe travel at all times. In addition to the stringent measures adopted by the FAA through the Air Safety Week Vol. 15 No. 35 and 36, issued September 17 and 24, 2001 respectfully.

New generation aircraft design should incorporate a special conveyor feature mounted on floor are of the cockpit door to prevent any intruder from reaching the door area. Further to the Wall Street Journal story of October 15, 2001, I would like to organize US Congressmen, FAA, NTSB and Airline Executives for Operation free flight program throughout America using affected airlines to psychologically eradicate the fear entrenched in air transportation. The reality is we can

do it better to boost the business of Aviation and its advancement in Africa and the world. To reach Mr. Aryeetey, email at :ja.ADFwing@United States.com

My name is Ralph Adrian Forbes, and I work with **Air Jamaica in Kingston Jamaica**. Last year I had the distinct pleasure of attending the ADF symposium in September, I am not sure if you remember who I am.

I was looking forward to attending this symposium on safety, especially since I found the agenda very interesting and think that, not only would I benefit greatly, but the information which I could pass on to my fellow dispatchers would assist them greatly.

To cut a long story short, In light of the recent tragic incident in NY, and the resulting increase in workload as well as other factors, it is with deepest regret that I am forced to miss this symposium.

Please express apologies to the entire ADF group on my behalf, and Continue the great work with the usual hard work, precision and dedication we are used to. It is this that sets dispatchers miles ahead of the rest of the field as we wait for them to catch up.

To those who lost friends, family, colleagues and loved ones on September 11th, on behalf of my colleagues here in Jamaica, our condolences and sympathies .. you are in our prayers.

To those who were faced with the challenges of September 11th., I must Say to them JOB WELL DONE ! .. and A SPECIAL THANKS ! ... there were many persons out there unaware of events taking place, and as we all tried to ensure the safety of the people we had in the air, I think we really came through .. working as an extremely dedicated team.

Personally, as someone working outside of the US, I found it difficult To obtain all the information, and I must say a special thanks to my fellow dispatchers in Delta - who in a time of extreme crisis, took time to stop, and give me the information I needed to make the best decisions possible for my organization - THANKS GUYS !

It only took a minute, brief were the conversations .. but lives Depended on it! So, once again .. I am sorry that I won't be there guys ... but go with courage and GOD ! .. and we will conquer Adrian

PS: - Just a tid-bit you may find interesting ...

*This morning, Air Jamaica's chairman is dedicating one of our airplanes ..." The Spirit of America" - In recognition and memory of the strength, dedication and courage of the people of the USA!*



# ADF Leadership Team

<p><b>2001 Giles OKeeffe NWA -President</b>  <b>2002 David Smith—DAL</b></p>	<p><b>Brad Irwin-Executive Vice President</b>  <b>(Continental Airlines-IAH)</b></p>
<p>Mike Timpe-Treasurer  (Horizon Air - PDX)</p> <p>2001 Diana Gaeta—COA VP Membership  2002 Fred Pearsall –UAL</p>	<p>Frances Queenan-Secretary  (Delta Airlines-ATL)</p> <p>2001 Carla Beck—SWA V.P. Administration  2002 Rhonda Smith Hawaiian</p>
<p>2001 Mark Hopkins—DAL VP Operations  2002 Joe Cook — DAL</p> <p>Allan Rossmore - Chief Legal Counsel  (Eastern Airlines (retired) - MIA)</p>	<p>2001 Dave Porter DAL -VP Government ,  Legislative &amp; Media Affairs  2002 Brian Schultz– TWA</p> <p>Jerry Elder—Director of International Alliances  (Delta Air Lines-ATL)</p>
<p>Lynn F. Hull — Director of Publications  FEDEX Express-MEM)</p> <p>Vic Sotenberg - Director- International Operations  (ORBIS International - JFK)</p>	<p>William Leber - Director of Air Traffic Mgmt  (Northwest Airlines - MSP)</p> <p>Loraine Sandusky - Director - Collaborative Decision  Making (Continental Airlines—IAH)</p>
<p>Norm Joseph — Director of Aviation Rulemaking  (Delta Air Lines - ATL)</p> <p>Tracie Benson - Director - Corporate &amp;  Industry Alliances (American Airlines - DFW)</p>	<p>Frank Hashek - Director of Membership  (American Trans Air)</p> <p>Tim Antolovic- Director of Safety  (American Airlines - DFW)</p>
<p>Steve Caisse - Director - Science &amp; Technology  (Delta Air Lines - ATL)</p> <p>Sassy Speer—ADF Contract Secretary  Cathy Lynch—ADF Contract Secretary</p>	<p>Al Krauter- Director of Training  (Northwest Airlines - MSP)</p> <p>James Ford — President of IFALDA  (Delta Air Lines – ATL)</p>

### A System Approach (continued from page 20)

familiar with the work at hand. And our reward from all this? We get an organization where compliance, rather than commitment, is held in highest esteem, and where frustration becomes the norm. If we are to continue being successful, we must dedicate ourselves to thinking and interacting differently. The commitment on our parts to make the change will be significant. It will not happen overnight. Perseverance will be the key.

We are being motivated to change by several forces. Rising expectations within the industry, the pace of technological change, increased focus on what we do and how well we do it, increasing interdependence, and the continuing need to control costs. There is recognition within the aviation industry, and among the public,

that we are a key element in continued national and global economic prosperity. **The contribution of the aviation industry to the financial well-being of the world's people is enormous. The difficulties we have recently experienced have sent a wake-up call of sorts that the system needs to function better. And to compound our dilemma, we no longer can accept that a well-functioning national system is enough. We must begin to establish how we will manage global air traffic management processes to maximize the use of the planet's airspace. And it all begins with changing the way each of us thinks about what we do and changing how we interact.**



# Your 2002 Membership Begins Each January!

Visit the ADF web site at [www.dispatcher.org](http://www.dispatcher.org) [adfboard@dispatcher.org](mailto:adfboard@dispatcher.org)

In order to serve you efficiently, ADF needs the following information from each of our members.

NAME: \_\_\_\_\_

AIRLINE OR ORGANIZATION: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_

DEPARTMENT/MAIL STOP: \_\_\_\_\_

CITY \_\_\_\_\_ STATE: \_\_\_\_\_ ZIP: \_\_\_\_\_

PHONE: HOME:( ) \_\_\_\_\_ OFFICE: ( ) \_\_\_\_\_

FAX:( ) \_\_\_\_\_ E-MAIL ADDRESS \_\_\_\_\_

ARE YOU AN ACTIVE DISPATCHER? \_\_\_\_\_

NUMBER OF ACTIVE DISPATCHERS IN YOUR OFFICE? \_\_\_\_\_

Do you possess a US Aircraft Dispatcher's Certificate? \_\_\_\_\_ Year Obtained \_\_\_\_\_

ADF dues are US \$40 per calendar year (January to December) and a one-time **initiation fee of US \$5**. Dues for individuals (those who do not have an aviation affiliation, students who have just received their certificate or dispatchers who have lost their jobs regardless of reason) are US \$25 plus a one time **initiation fee of US \$5**. Dues for retired Dispatchers are \$5.

<b>Membership Fee</b>	\$ _____
<b>New Member Initiation Fee (\$10 International Members)</b>	<b>\$ 5.00</b> _____
<b>ADF Dispatch Video (\$13.00)</b>	\$ _____
<b>ADF Lapel Pin (\$5.00)</b>	\$ _____
<b>ADF Golf Shirt (White or Blue) Size _____ (\$28.00)</b>	\$ _____
<b>ADF Denim Shirt (\$30.00)</b>	\$ _____
<b>TOTAL</b>	<b>\$ _____</b>

Please make your check or money order payable to: AIRLINE DISPATCHERS FEDERATION/ MEMBERSHIP  
601 Pennsylvania Avenue  
PMB 284 Suite 900 - South Building  
WASHINGTON, D.C. 20004 800-OPN-CNTL /  
Please allow 6 weeks for delivery

## Final 2001 ADF Membership

\$40 Membership	1343
\$25 Student Membership	40
\$5 Retiree	10

**Total Membership 1393**

In 2001, ADF Welcomed US Airways, Sun Country and Mesa Dispatchers as 100% Membership Airlines

## New ADF Address

601 Pennsylvania Avenue  
PMB 284 Suite 900 - South Building  
Washington D.C. 20004

Phone:  
1- 800-OPN-CNTL  
Email:  
ADFBoard@dispatcher.org  
"Safety - Professionalism"



## Winter Business Meeting- February- OKC

The 47th Business Meeting of the Airline Dispatchers Federation will be held in Oklahoma City, Oklahoma on February 24 through 26 2002.

The Embassy Suites hotel is Oklahoma City's only full service, all suite hotel. Located just 3 miles from the Will Rogers World Airport on the renowned "Meridian Strip" at the corner of SW 18th and Meridian.

The room rate of \$89 includes airport shuttle, two room suite, made to order breakfast and complimentary happy hour each night from 1730-1930.

ADF requests that those planning to stay at the Embassy Suites contact hotel themselves and make reservations. Tell the reservations you are with the ADF group. If you plan on attending, please email Rhonda Smith so she can tabulate how many people are going.

The business meeting will be held on Sunday February 25<sup>th</sup> at the Embassy Suites. Then on Monday we will meet at the Mike Monroney Aeronautical Center for numerous speakers from the FAA and tours of the facility. Possible tours include a smoke filled cabin demonstration and the post accident aircraft bone yard with the narratives from the NTSB.

**\*Dispatch E-News\***  
The Electronic News for Dispatch, is updated the first of every Month.  
"News worthy items for Dispatch by Dispatch"  
Please submit your articles and ideas to  
[adfboard@dispatcher.org](mailto:adfboard@dispatcher.org).

Located at  
[www.dispatcher.org](http://www.dispatcher.org).

### ADF News Staff

- **ADF Director of Publications-**  
Lynn F. Hull  
[Lhull@dispatcher.org](mailto:Lhull@dispatcher.org)
- **Production - Brad Irwin**  
[birwin@dispatcher.org](mailto:birwin@dispatcher.org)

**Senior Editor: Carla Beck**  
Editor: Regina Mateo  
Internet Version: Steve Caisse

**Please send article contributions to any staff member above.**

### Trivia

Answer on page 15.

What does the acronym PACK stand for, as in "Maintenance just put the Right PACK on MEL"?

From: Gary Dockan US Airways

What does a "Six Pack" refer to on the Flight Deck (not the galley)?

From: Brad Irwin Continental Airlines