

# OUTPUT

## EGATS

Spring/Summer/Autumn/Winter 2000

Volume 5, Issue 1

# Editorial

**L**ong time. No see... You have probably noticed yourself that this issue of OUTPUT is long overdue. I'll skip the list of excuses, but it should suffice to say we've been busy, both within EGATS as with work and our personal lives.

A lot has happened since the last issue. The last editorial, an article titled *HMS Maastricht*, did not go unnoticed. Unfortunately, it also didn't have the desired effect either.

Someone decided it would be a good idea to pass the above mentioned OUTPUT article to the Dutch national press. Let me first state that this is NOT the intention of OUTPUT to seek that kind of attention. In that respect, I would like to point to the 'revised' disclaimer on the last page. If the EGATS board wants to draw the attention of external parties to any sort of problem, we are well capable of organising that ourselves. Anyone who believes they should do so on our behalf is seriously mistaken....

Secondly, the reaction of the Eurocontrol organisation prompted me to think about the structure itself... How does an organisation such as Eurocontrol deal with issues like these? Or more directly, how does an organisation react to bad news?

It wasn't until I came across a report on the implications of ASMT, that things became a lot clearer. It turns out that a professor at the sociology department of the University of Michigan (USA) constructed a model for identifying just how an organisation reacts to information...

In his model, 3 types of organisations (Pathologic, bureaucratic and generative) are identified by the way they react to safety-related information. Table 1 summarises the characteristics of each type of organisational culture.

While most obvious for safety related information, I would argue that it applies to all types of information that reaches the management structures of the organisation.

Eurocontrol Maastricht seems stuck between Pathologic and Bureaucratic. Not only information is trapped there, but initiatives and ideas also get crushed in between.

Without a doubt, you can find a list of causes for this situation. A few factors that I think have a big influence: pressures from users and other providers, wrongly defined performance indicators—focussing on delay—and political decisions rather than operational ones are all hampering with efforts to move towards a generative organisation.

People are frustrated by this. It affects levels of the organisation. The reaction to information is vital in motivating people. If they see that their information, expertise, input, contribution are noticed, and taken into account, this will do wonders for their motivation.

If there is no reaction, or probably worse, if there is a wrong reaction to attempts to communi-

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<b>PATHOLOGIC</b>	<b>BUREAUCRATIC</b>	<b>GENERATIVE</b>
Information is hidden	Information may be ignored	Information is actively sought
Messengers are "shot"	Messages are tolerated	Messengers are trained
Responsibilities are shirked	Responsibilities are compartmented	Responsibilities are shared
Bridging is discouraged	Bridging is allowed but discouraged	Bridging is rewarded
Failure is covered up	Organisation is just and merciful	Failure causes inquiry
New ideas are crushed	New ideas create problems	New ideas are welcomed

Table 1

(Continued from page 1)

cate, the situation rapidly deteriorates, which is what a lot of people experience now.

People need to see that their input counts. They need to see that their work is appreciated, rather than measured against some obscure standard invented by some office by someone that doesn't know what they are talking about.

Changing it needs efforts throughout. It's not enough to expect management to change their way of thinking or reacting. Don't be discouraged if you don't see change immediately. Keep at it. Report what you think is wrong

or how things can improve. It is the only way to erode the old structure and to ensure that Maastricht can start operating like a dynamic organisation that listens to its most valuable resource: their employees!

So much for my rambling...

In this issue, you will find the draft minutes of the last General Meeting, a proposal from the Executive Board to update the By-laws of the association, and a few (hopefully) interesting articles.

The Executive Board would like to wish every one a merry Christmas and a happy new year. Certainly for the people in Maastricht, 2001

will be a very difficult year, not in the least because of the staff shortage that is about to reach a critical stage. So if anyone sees Santa Claus, don't hesitate to ask him for a few extra controllers...

Philip Marien  
President

### Reminder

Membership fee is

**€55**

EGATS Bank account number is:

**46.86.12.254 ABN-AMRO**

Or contact your local branch representative

**Membership fee is due in January!**

**Pages 3-16 contained (draft) minutes of the 2000 AGM and proposed changes to the Constitution submitted to the 2001 AGM.**

# No More Heroes?

EGATS OUTPUT

**Brave pilots  
may be re-  
placed by fast  
and fearless  
neural nets**

Aerospace engineers at the Georgia Institute of Technology, NASA and Boeing have developed a system that will let the autopilot fly and land the plane using only engine power. According to the engineers, the system can even cope with damage to the airframe or part of its wing shot off.

The research was prompted after the crash-landing of a United Airlines DC-10 in Sioux City in 1989. Despite 111 people lost their lives, experts agree the death toll could have been much higher if it hadn't been for the pilots' clever use of the engine throttles to guide the plane.

The system now being worked on, is designed to detect any damage to either the engines or any of a plane's flight control surfaces, and instantly adjust the remaining control surfaces or power resources to compensate.

It has already been successfully tested on an F-15 fighter and an MD-11 passenger jet. In both cases the planes landed without human assistance using power-only control (POC). It has also

been tested in simulators of a variety of other aircraft, including Boeing 747s and the X36, a prototype space shuttle replacement.

But POC is limited in that it doesn't make use of any parts of control surfaces that might still function. So it is now being combined with so called adaptive neural network. The resulting system, with the easy to remember name of Integrated Neural Flight and Propulsion Control System (INFPCS), should be capable of responding to single failures or multiple failures, all the way down to full loss of control surfaces on the 747.

**'If you don't need to have a pilot trying to make these desperately difficult manoeuvres, then why have a pilot at all?'**

Other neural networks have been developed in the past to do a similar job, but these require off-line "training" and take up to four seconds before the neural network reconfigures the plane and compensates for the damage. This

new system has been designed to react within a few tenths of a second, fast enough for the reconfiguration to go unnoticed by the pilots flying the aircraft—and far faster than a person could react.

Rather than constantly scanning for failures or damage to the plane, the INFPCS compares what the pilot is doing with the aircraft's behaviour. If they don't match, it assumes a failure has occurred and attempts to compensate. By using a desired handling module, if a plane does not react the way it is supposed to, the system will compensate.

But the development of INFPCS raises a disturbing question. If you don't need to have a pilot trying to make these desperately difficult manoeuvres, then why have a pilot at all? Certainly, from an airline point of view, it would be a simple cost-benefit analysis...

BY

Source: New Scientist

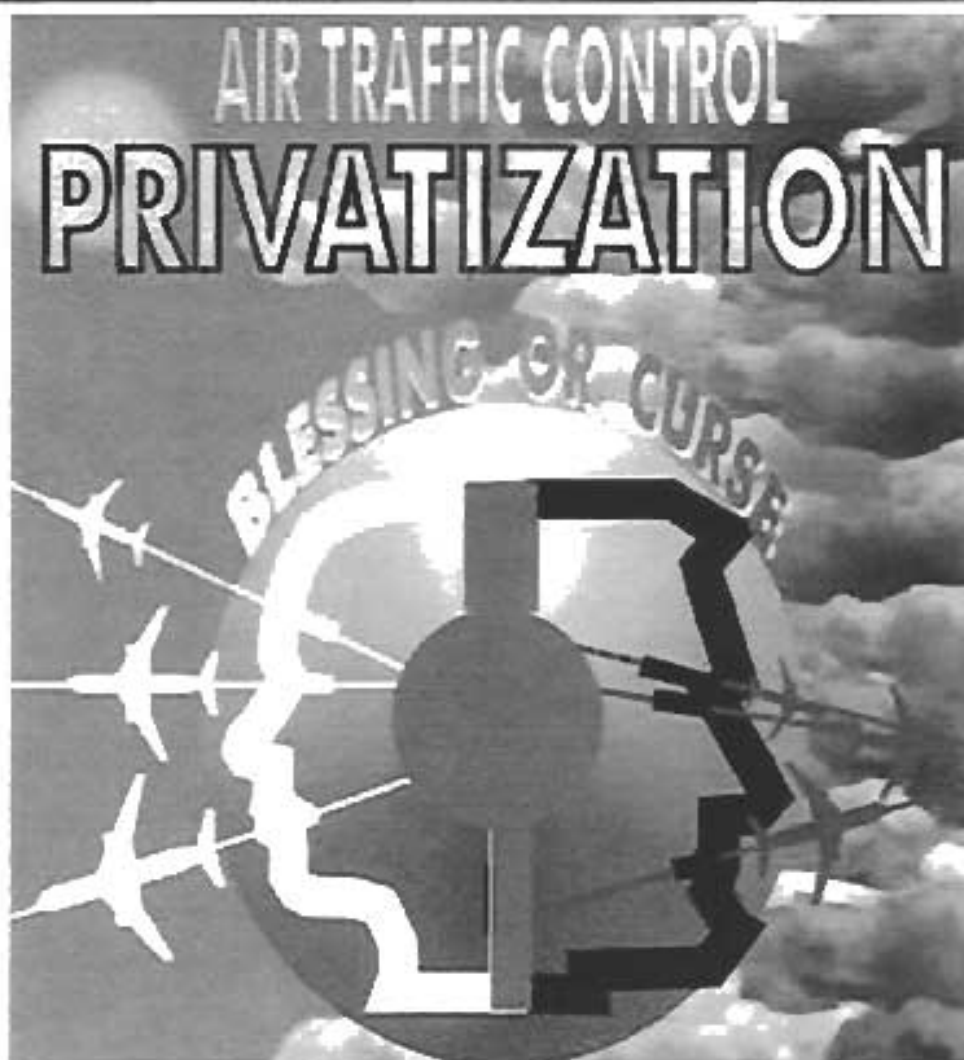
# EGATS Special General Meeting

EGATS will hold a Special General Meeting on Friday February 9<sup>th</sup> 2001, at 1430h in the Eurocontrol Canteen at Maastricht UAC.

## DRAFT AGENDA

1. Changes to the EGATS Bye-laws. See page 7 and following for the proposed text of the bye laws.
2. Change to the EGATS Constitution.

For agenda item 2, a two-thirds of the membership must be present to approve the proposed change. Should this not be the case, a second Special General Meeting will be held on the same day, immediately following the first one. At this meeting, it is sufficient that two-thirds of the members present approve the changes. (Article 10.3 of the constitution).



## EGATS 2001 FORUM

February 20<sup>th</sup>

MECC Maastricht

Confirmed speakers:

Mrs. Loyola DE PALACIO (EU) - Mr. Dieter KADEN (DFS)

Mr. Joël CARIOU (ATCEUC) - Mr. Fazal BHIMJI (CATCA)

Mr. David Gleave (Aviation Hazard Analysis)

Registration: [www.egats.org](http://www.egats.org) or [www.atcmaastricht.com](http://www.atcmaastricht.com)



# IFATCA EUROPEAN REGIONAL MEETING

EGATS OUTPUT

This years IFATCA Regional Meeting was held in **Istanbul**, Turkey. It was the 17<sup>th</sup> regional meeting of IFATCA, where the European member associations of the federation get together to exchange views and look for a common approach to situations that exist or arise in Europe.



Chairman of the meeting was **Marc Baumgartner** from Switzerland, who in his second year as Executive Vice President Europe continues to prove himself as a dedicated and especially hard working representative for controllers throughout the region.

The meeting can be split into 3 main parts. One is the update that various **IFATCA officials** and representatives give on their work in and on behalf of the federation. Most importantly to note from the IFATCA board: they are liaising with IFALPA for a **loss of licence** insurance. This will be available to individual members of the federation to subscribe to. Benefits include up to 4 years payment of basic salary. Whether this is interesting or not for EGATS members will have to be looked at as soon as more details are available.

It shouldn't be a surprise that most representation for IFATCA is in Eurocontrol Working Groups, Task Forces, Teams and what have you. PRC, SRC, Safety Group, ACG, EAG, OSG,

ICAO FLOE, ETFMS, HRT, AOT, ANT / TARA / NSSG / EAS-TF and ODIAC are all groups in which the federation has at least observer status but even more often a function as full member (or stakeholder as it is now referred to).

Also on the increase is the interaction with the **European Union**. Although not affecting all MA's (because the European Union has only 15 member states) it is a very important platform for IFATCA to be represented in. European Commissioner Mme. De Palacio has recognised the technical and professional input the federation brings to the "Single Sky" initiative, which complements the input given on social issues by the unions, ETF and ATCEUC.

Luc Staudt gave an update on this program. A high level WG set up by De Palacio is finalising their report. It seems to be one of the first high-level projects that managed to find some sort of balance between operational requirements (control) and the airline point of view. The project recognised the need for reform, with as main aim to tackle the increased delays associated with increasing traffic.

Several parameters are important: safety is specifically mentioned are being paramount. Deficiencies are identified: national reflex is too big, military requirements are difficult to ca-

ter for, a recognised shortage of ATCO's and as well as an inter-dependability.

The (still draft) report goes on to point out the main orientations for a solution: effective regulation, segregation regulation/application and a coherent airspace design. To this effect, the following actions are proposed:

- EUROCONTROL requirements where safety is concerned should become mandatory, awaiting the establishment of a European safety agency after 2005. A non-punitive (or non-blame) culture should prevail.
- Airspace management should happen at a European level. Important to note: plans still exist for the EU to become a member of Eurocontrol. As soon as some political issues are resolved (including Voting procedures on PC and Gibraltar(!)) this will become a reality.
- Flow management should have a broader mission. In this respect, Eurocontrol is already developing EATFMS, which should be able to allow a better distribution of traffic, rather than the current system where there is a trend to over-regulate due to the inefficiency of the system.
- Militaries are to be accommodated
- Flexible Use of Airspace needs to be implemented in an efficient way
- Framework for providers – how far should privatisation go? ATC itself should stay monopoly, but associated services could be privatised.
- Human factors: social measures (motivation); social dialogue; licensing all need to be

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addressed.

As a first result, a Workshop is planned early next year, which will focus on trying to identify the problems as perceived by control staff. It should allow an open and direct dialog between the controllers and the airspace planners...

Second part is the reports of the **Member Associations**. They're intended to inform each other of problems: technical, professional and social. I will highlight some of the more interesting remarks made.

The German federation (VDF) identifies a considerable staff shortage. Surprising since on various occasions, the DFS has stated that it has enough staff to carry out the EAM04 airspace plan that promises a capacity increase of 30% in the German airspace. Also, Germany is gearing up to apply **Reduced Vertical Separation**, together with Austria, before the current planned ECAC-wide implementation date. They would allow use of 1000ft above FL290 on a tactical basis starting April 19th 2001.

**IFALPA** and **IFATCA** are very concerned about these plans and EGATS shares these concerns: the United Kingdom is also planning to extend the transition zone to the London ACC. They would do this to alleviate delays currently caused in a few high sectors. It would effectively squeeze Maastricht in between. The fact that they are doing so before the official go/no-go decision for the whole project and before a safety study and collision risk model is made, is even scarier.

Also interesting to note is the **pay increase for DFS controllers**: 8,6% spread over the next two years.

Two serious accidents in **Paris**, highlighted the urgent need for a Critical Incident Stress Management program to be implemented. Controllers who witnessed the Concorde crash could not be relieved for up to 6 hours after the event. As if the accident wasn't stressful enough, the rest of the day was one of pure chaos, with an extremely bad **AIRPROX** some hours later as a result.

In the **Netherlands**, a trainee controller, his coach and an assistant on the position where 'offered' to pay a financial settlement between 2500 and 5000 Dfl. for an incident that happened two years ago. Failure to pay the settlement would result in a court case against them... The legal experts of the **LVB** are looking into the matter.

In **Greece**, remember a crash of a Yak42 a while ago? They couldn't find the location of the crash for a few days and a **CL30** crashed while looking for it. The controller working the sector is now on trial for 'not anticipating that the pilot would get confused about the procedures'.

EGATS plans to address a list of questions to the Eurocontrol legal department to determine the extend of individual liability for Maastricht controllers...

**CEATS**: Eurocontrol created a stir by issuing application forms for CEATS, which asked Ab-Initio's where they would like to work: in Maastricht or in Vienna ACC.

Most of the MA's show the same trends: steady and sometimes high traffic increase, while at the same time, suffering staff shortages. And once again, it was demonstrated that governments artificially maintain a lot of the problems that seem to exist between states. In the vast majority of cases, the controllers can get along just fine.

And last but not least, there are the **presentations**. The **EVP Europe** invites a few people over each year to give presentations on current issues or topics. Speakers this year included Mr. **Blunier**, director of the Eurocontrol **IANS**. He gave an overview of the activities of the institute and of the available courses. Interesting to note is the emphasis on computer based packages. Mr. Blunier also had a 'farewell' message for the **IFATCA** members of Director General Yves Lambert, thanking **IFATCA** and its members for their input over the past years (see separate box)

**Joe Sultana**, leader of the **RVSM** project gave a brief update. **RVSM** is on track, but with "significant risks":

- Aircraft equipage
- 13-14 states not on track (mainly systems)
- Safety case still needs to be made.
- **ACAS** equipage (possible number of aircraft without **TCAS v7**)

Two **HMU's** (Nattenheim and Geneva) will be operational on 9/11/2000 and validation of airborne equipment can start. Simulation in the Casablanca **FIR** showed a high controllers' acceptance of the procedures and as a result, Moroccan airspace will be **RVSM** and conse-

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quently a transition zone (relieving Spain/Portugal). The project board will put a strong focus on ATC systems and training, as this seems to be the main risk.

A go/nogo decision is expected in July 2001. Interesting to note is that UK will extend their RVSM airspace to include the London FIR before the ECAC wide implementation planned for Jan 2002. They hope this can relieve some of the strain on some of the upper sectors in LATCC. Germany and Austria are planning to allow an early application of RVSM in their airspace from the 19<sup>th</sup> of April. Note that this is well before the go/nogo decision for the whole project. IFALPA has already protested strongly against this plan, as they think it will create confusion and will pose a safety risk.

**Rob Mead** gave the meeting an overview of the PETAL II project. Due to time constraints, an in dept overview of datalink projects and their relations to each other had to be moved to the SC1 meeting, which will be held in Maastricht UAC on the 18<sup>th</sup> of November.

**Peter Statsny** of the Safety Regulation Commission (SRC) updated the meeting on the directions the SRC is taking to improve safety and safety culture. Central is the 'decision' of the ministers of transport at MATSE-6 that accidents shall not increase and where possible decrease. The SRC is not a regulatory body, as it has no powers to implement measures. It draws up requirements for operations, systems, people and organisations. These are called ESARR: Eurocontrol Safety

Regulatory Requirement. In the future, European Aviation Safety Agency (EASA) will take over the functions of the JAA (aircraft airworthiness and operations). After 2005, it will expand to include ATM and airports. Having said that, the future relation to Eurocontrol remains unclear.

**Gilles Le Gallo**, Eurocontrol Safety & Quality Management specialist gave an overview of Reporting Cultures and Reporting Systems. Main thing to remember from his presentation is the importance of a non-blame reporting culture, but also the difficulty in setting up and maintaining such a scheme.

Again, this was a very interesting meeting. EGATS continues to play an important role within

IFATCA. Nevertheless, the EGATS board anticipates difficult times ahead in this respect, as the staff shortage and work pressure in Maastricht increases. Especially over the next year or two, we expect to have to decrease our contribution to the Federation...

The 2001 annual general meeting of IFATCA will be held in Geneva. Highly appropriate, as it will be the 40<sup>th</sup> meeting, and thus an anniversary year for the federation. Whether there will be much to celebrate in Europe next year, we would seriously doubt...

The next regional meeting will be in Zagreb in October.

BM

#### Message from the Director General to the IFATCA Meeting, Istanbul, 3-5 November 2000

Safety is, for the most part, dependent on the human being at the centre of the system. If we have in Europe today a safe Air Traffic Control system, the credit for that can be attributed to the controllers that run it.

I am pleased to recognise the pivotal role played by IFATCA in structuring the controllers' views and putting them forward in the relevant EUROCONTROL fora.

Your competence and professionalism are held in high esteem across the continent and all air travellers will continue to rely on your expertise and dedication for a long time to come.

However, there is growing unease about the levels of air traffic controller (ATCO) staffing in European Air Traffic Control Centres. The lack of human resources has been identified as an important contributory factor in delay situations. Seven bottlenecks out of 30 in Europe right now are closely linked to ATCO shortages. It is imperative to begin accelerated recruitment and training of new controllers right now. If this issue is not addressed quickly, future ATC capacity growth will be jeopardised.

I hope that this problem will be rapidly taken up by all European States: the role controllers play is such a vital one that it cannot possibly be undermined in this way. You may be certain that EUROCONTROL will do its utmost to urge its Members to look into this problem and find a workable solution.

In conclusion, I would like to extend my thanks to you for your unfailing hard work and devotion, especially over this last summer when, in spite of substantial rises in traffic, you actually managed to contain and, in many cases, diminish delays overall. And this without the least falling off in safety standards!

Yours is an accomplishment of no mean order and I know how much effort you must have put into achieving this admirable result. On behalf of the European aviation community at large, our most sincere gratitude!





# Your Body in Flight\*

**L**et's face it - for all its convenience, air travel can really knock your body out of whack. Even short flights may cause discomfort, but long-haul nights sometimes bring on major disruptions and the dreaded jet lag. It can take days to recover.

Don't despair. You can take steps to reduce the physical effects of flying - and to feel more comfortable, energetic and productive when you arrive. Here's an hour-by-hour look at how flying can assault your body and how to prevent it.

**Hour one** Takeoff produces a sudden drop in cabin air pressure, which can cause ear and sinus pain. It can induce a slight burst of anxiety even in veteran fliers. This causes the autonomic nervous system to pump adrenaline into the bloodstream, jolting the cardiovascular system and raising blood pressure. The anxiety produced by in-flight turbulence can have the same effect. The dry air in the pressurized cabin starts the process of dehydration; the free champagne some passengers are offered at takeoff only makes the problem worse: alcohol is two to three times more intoxicating when drunk in the rarefied atmosphere of an airborne plane.

Swallow or yawn repeatedly or chew gum to help relieve ear and sinus pressure. Breathe deeply and slowly. Relax consciously. Set your watch to the time at your destination and eat and sleep accordingly. Decline the bubbly and any other alcohol on offer. Resolve now to stand up and stretch at least once every hour, even if

it's inconvenient to do so. Most passengers remain glued to their seats - and their bodies suffer the consequences. When you get up, stretch your lower back and legs. You can use the roomier bulkhead areas or even the lavatory to stretch.

**Hour two** Any alcohol, coffee or tea consumed contributes to dehydration. The slouched position most seated passengers assume increases pressure on the abdomen, slowing digestion. So, avoid alcohol, coffee and tea and drink lots of water. Try to eat lightly and supplement your meal with fresh fruit and other high-fibre snacks.

**Hour three** Bloating makes waistbands feel uncomfortably tight. The seated position forces most of the upper body's weight onto the lower back, causing the muscles to become increasingly stiff and tired from holding everything upright. So, resolve to wear loose-fitting clothing next time. While seated, do simple stretches for your neck, shoulders and back. Getting funny looks from other passengers? Ignore them. It's your comfort that matters. Use the pillows provided (or a small inflatable travel cushion if you have one) for extra lower-back support.

**Hour four** The dry cabin air makes eyes dry and gritty. So, use eye drops. If you wear contact lenses, consider removing them. Continued bending at the hips increases the pressure on veins. To keep the blood pumping through your veins while you're seated, do at least one minute of leg exercises every hour: contract and relax your calf muscles, rotate your ankles, tap your toes and lightly "march" your legs in place.

**Hour five** As passengers remain immobile, their body temperature tends to fall slightly, prompting chills. Body-clock disruption is in full swing; travelling across three or more time zones affects the small cluster of brain cells that control circadian rhythms - and thus eating and sleeping patterns. So, if you feel cold, walk around to generate body heat. When you're seated again, put on a sweater and socks, and cover up with the blankets provided. Let the flight attendants know if the cabin feels cold.

**Hour six** Dehydration is well-advanced, creating the conditions for catching a cold, cough, sore throat or the flu from other passengers. The skin is dry, and the throat and nasal membranes are even drier. Eyes are pink and inflamed, and the head may throb. Disorientation and/or light-headedness are common. So, keep hydrating: by this point, you should have consumed a litre of water at the very least. For dry eyes, use eye drops; on dry skin, apply a moisturizer or spray with a water atomizer. If you have a headache, take a mild painkiller.

**Hour seven** Fatigue is well advanced, but dozing can be painful as the neck and upper-back muscles try to support a nodding head. So, try to sleep to reduce exhaustion at arrival. Use eye shades and earplugs, and ask the flight attendants not to wake you for the meal. Support your muscles by using an inflatable neck-support pillow or by placing pillows between your neck and shoulders.

**Hour eight** Continued sitting is playing havoc with your body, restricting the movement of the diaphragm and thus making breathing more difficult. It's also putting pressure on veins,

squeezing lymphatic fluid from congested blood vessels. The fluid causes swelling as it collects in the feet and ankles. So, stand up and move around as much as possible when you're not sleeping. Continue with the seated stretches and leg exercises, and make sure you wear comfortable shoes.

**Hour nine** Excess fluid in the tissues and a congested lymphatic system can cause slight weight gain. Muscles and tissues around the spine are stretched or torn, resulting in stiffness or pain that can last for hours after arrival. Landing prompts another adrenaline rush. So, what you do on arrival can significantly influence your degree of jet lag. Those who've travelled north/south or vice versa should drink lots of water, avoid overeating and rest for a few hours. Unless you've crossed time zones, you should soon be as good as new. If you've travelled east/west or vice versa, you're more likely to have crossed time zones and are thus more likely to experience jet lag. The condition will be worse in those who've travelled west to east.

NASA, the American space agency, estimates that recovering from jet lag takes one day for every time zone crossed. To speed up your recovery, you should sleep and eat according to the hour in the time zone you're now in - even when you don't feel like eating or sleeping. If you take a nap after your arrival, keep it to two hours or less. To help reset your body clock, you should spend time outside in the morning light (for those who have travelled west to east) or the afternoon light (if you've travelled east to west). Exercise also helps, and will give you more energy.

Prepare for bedtime by stretching, taking a hot bath or engaging in any other relaxing activity. If nothing works, consider taking small doses of melatonin (a hormone the pineal gland secretes when it's time to sleep) or a conventional sleeping pill for the first night or two. But only do so under the guidance of a doctor.

# U.S.E. - THE UNITED SKIES OF EUROPE

per- Luc Staudt, Liaison Officer to the European Union.

The European Commission launched an ambitious project late 1999 following a communication on the need for a single European Sky. ATM is not the single cause of delays but is considered as the highest contributing factor and as such the subject of this initiative.

Ms de Palacio, the European Commissioner of Transport, pointed out that other causes such as airlines and airports will be addressed in other initiatives. It was stressed, repeated time and again that the blame is not to be put on the shoulders of the ATCOs as they are doing a terrific job in difficult circumstances but that the overall ATM system needs to be improved by institutional changes. The objective of the project is clearly to study structural reform enabling a better organisation of ATM throughout Europe. The Commissioner has made this ambition a priority on her agenda.

The work started in January when a High Level Group (HLG) was tasked to deliver reports on five different topics: structures for service provision, civil/military co-ordination, regulatory framework, civil aspects of airspace management and social aspects. At the same time an Industry and Social Group (ISG) deliberated their findings on these issues and reported to the HLG via rapporteurs. IFATCA has contributed to these documents in this very group.

The separation of regulation and service provision is a first - and in the group's view - unavoidable evolution. Regulatory functions relate to safety, airspace design and use, economic conditions and

performance, interoperability. Service provision functions encompasses ASM, ATFM, ATS, associated services (as AIS, MET, SAR or others), and CNS infrastructure management. Functions are separated fully when the accountability for them is allocated to independent organisations. Organisations are independent when they have their own legal form, specific competence, resources, and the capacity to make and be accountable for independent decisions. Two organisations with a common head can be also separated if these conditions apply. Separation avoids conflicts of interests. It is also seen as an instrument to promote transparency and efficiency in service provision management and in regulation. Separation implies neither competition nor privatisation.

The conclusions on the civil/military aspects were directed towards the need of good co-ordination and co-operation between military and civil organisations. One of the elements in this area is the correct and full implementation of the FUA.

Some elements in the regulatory framework were questioned.

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First in the series 'Incredible, mais Vrais' comes the 'Crisis Team'. Make sure you sit down for this one: The 'crisis team' is considered as an A-team, a top-gun team of controllers who could jump in wherever needed. As these super-controllers would convert to any other place in a minimum of time, in crisis moments as e.g. Kosovo, they would take their travel-bag and hurry to the crisis area. Whether they are in camouflage or not is still discussed. 'Bonjour, amigos, my name is McGyver and I'm here to help you.' They plug their headsets in and off they go. But it was just an idea of course.

Other and more serious items now. Safety is a primary attribute of every human activity independently of the fact that the service or good is produced in market conditions or for economic reasons. There's no contradiction between safety and revenue/profit. What is essential is that economic considerations or a policy aimed to maximise the revenue do not prevail on the safety measures employed.

Independence of the safety regulator from the economic regulator is desirable in order to guarantee priority to safety vis-à-vis any other policies. The most urgent goals in the area of ATM safety are to ensure enforcement of rules and provide a non-punitive legal environment for the reporting on safety occurrences. Several measures have been envisaged in order to encourage a better use of airspace and to increase the capacity of the ATM system. The basic idea is to insert an economic rationale in the service provision arrangements. Several forms of incentives have been considered, including an international fund providing financial assistance to Member States facing difficulties to increase the production of ATM services. Furthermore, in order to make better

use of the system, measures to give incentives to the stakeholders to comply with airport slots



and flight plans filed in advance were considered.

The ideas and plans for the civil use of airspace are excellent. The optimisation of the airspace is both essential and necessary to reduce the delays to an acceptable level. BUT WILL THERE BE THE POLITICAL WILL TO DO SO? Looking at all the wonderful existing plans; they fail when it comes to implementation because there is no power to force the States for reform.

Four different aspects were considered in the social aspects area: social dialogue, safety regulation, Human Resources and Human Factors. One element of concern is the explanation of 'suitable incentives in the area of working conditions might help overcome a number of problems to do with shortage'. Questioning this sentence different options and examples were given, e.g. paid overtime which was exactly the answer we feared. In the training of ATCOs it was considered that the major bottleneck is the OJT, as not enough 'seats' are available. One of the elements to recruit new student ATCOs is also in this context discovered to be a better promotion of our profession, we couldn't agree more! And indeed the Commission is also aware of this problem and willing to do something about it.

Although some statements still oppose our view on reality the general tone of the documents has moved considerably towards acceptance. We have always

stressed the fact that no miracle solutions exist (ref. Let's stop promising the moon) but it should not withhold us from constructive contribution where needed. This is exactly what IFATCA stands for!

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## WORKSHOP?

Brussels, October 2000

After months of speculation, EGATS can reveal that a secret meeting of high level officials, picked the word 'WORKSHOP' from a list of 2329 words to become the official buzzword in European Air Traffic Management for 2001.

After 'Task Force' (1995), 'Sub-Group' (1996), 'Team' (1997), 'Concept' (1998), 'Road Map' (1999) and 'Stakeholders' (2000), it seems to be another cracker. This time it even seems to imply that some form of labour is involved in attending one.

The 'shop' part could initially lead to confusion, as several real time simulations showed: people have occasionally registered their wife to attend, rather than make the trip themselves. It is believed that by a more careful phrasing of the invitations, these situations can be avoided. A workshop to address the issues is already planned...

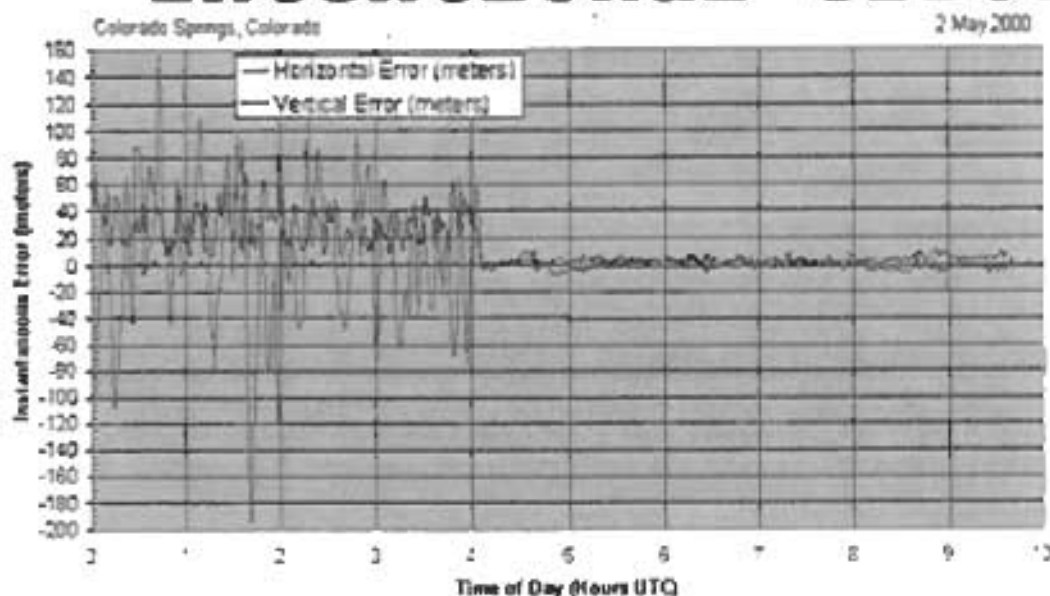
If you wonder why all of a sudden you have to attend a workshop instead of a meeting, remember you read it here first!



On May 1st of this year, President Clinton announced that the United States will stop the intentional degradation of the Global Positioning System (GPS) signals. By switching off this Selective Availability (SA), civilian users of GPS will be able to pinpoint locations up to ten times more accurately than before.



# US ceases GPS intentional error



The decision to discontinue SA is the latest measure in an ongoing effort to make GPS more responsive to civil and commercial users worldwide. Last year, Vice President Gore announced plans to modernize GPS by adding two new civilian signals to enhance the civil and commercial service. 18 additional satellites that are already awaiting launch or are in production that have these new features. The USA will continue to provide all of these capabilities to worldwide users free of charge.

The Clinton administration is committed to preserving the military utility of GPS. The decision to discontinue SA is coupled with continuing efforts to upgrade the military utility of systems that use GPS, and is supported by threat assessments which conclude that setting SA to zero at this time would have minimal impact on national security.

Additionally, it has now become possible to selectively deny GPS signals on a regional basis when national security is threatened.

This regional approach to denying navigation services is consistent with the 1996 plan to discontinue the degradation of civil and commercial GPS service globally through the SA technique. Originally developed by the Department of Defence as a military system, GPS has become a global utility. It benefits users around the world in many different applications, including air, road, marine, and rail navigation, telecommunications, emergency response, oil exploration, mining, and many more.

Civilian users will realize a dramatic improvement in GPS accuracy with the discontinuation of SA. For example, emergency teams responding to a cry for help can now determine what side of the highway they must respond to, thereby saving precious minutes. This increase in accuracy will allow new GPS applications to emerge and continue to enhance the lives of people around the world.

## Weird Flight Plan? Win a T-Shirt!

EGATS is looking for strange, unusual, impossible and/or ridiculous flights plans that companies have filed to get around flow restrictions. Yoyo-plans, scenic tours of Belgium or simply flying gigantic circle routes? They're all welcome.

If you come across such a flight plan, make a hard-copy, indicate the part you think is weird and put it in the EGATS locker. Also don't forget to put your name and team on it.

Every month, we will award the best entry with a free EGATS T-Shirt!



# THE WORLD'S HOTSPOTS

The Airports Council International (ACI) has published its review of 1999, ranking airports by number of passengers, cargo and movements.

**Atlanta, Chicago and Dallas** are numbers one, two and three when it comes to aircraft movements. 909'911, 896'228 and 831'959 respectively are certainly impressive numbers. First European airport is **Paris CDG**, 17<sup>th</sup> with 475,731 movements, beating **London Heathrow**, in 21st spot, with 458'270 movements. If we count all the airports around London, they are right up there with the top three...

But the most surprising results, are at the very end of the lists. On the movement list, in 839<sup>th</sup> place, is **KURSK**. Halfway between Kiev and Moscow and well known since the recent submarine disaster, the airport there handled a grand total of 2 (two, deux, zwei, dos, twee) movements in 1999! They also occupy the last spot on the list of passengers traffic: 10 people used the airport last year! You can send your application to the Russian Aviation Administration, Red Square, Moscow.

Strong contenders for last place are **UTTI** (Finland; 11 passengers, an increase of 10000% compared to 1998 according to the ACI) and **HALLI** (Finland, 15 passengers). The fact that the last two had an odd number of passengers indicates someone came and never left. Or more probably, someone left and never came back: in the latter case, I'd say it was the poor, bored out of his skull tower controller...

The biggest increase in passengers is **TARANTO** (which could be in Conodo, but is really in Italy). 34,063 people in 1999, a cool 55117% increase from the year before! I hope their staff planning saw that coming!

If you want to try some physical labour, why not become a cargo handler at **HALMSTAD** (Sweden), **ELISTA** (Russia), **SALAMANCA** (Spain), **MAGDEBURG** (Germany), or **ANGOULEME** (France). These airports each handled a grand total of 1 metric ton of cargo during the whole of 1999! That's a whole 2,75 kg transiting each day!

You can read through all the lists yourself on:  
<http://www.airports.org/traffic/index.html>

## Nothing Sacred for Airlines!



Lost for inspiration when filling in that Performance Review? An OJT report that is overdue? Here's a few ready made suggestions you can use.

- His team will follow him anywhere, but only out of morbid curiosity.
- I would not allow this employee to breed.
- This colleague is really not so much of a has-been, but more of a definitely won't be.
- Works well when under constant supervision and cornered like a rat in a trap.
- When she opens her mouth, it seems that this is only to change whichever foot was previously in there.
- He would be out of his depth in a parking lot puddle.
- This young lady has delusions of adequacy.
- He sets low personal standards and then consistently fails to achieve them.
- The student is depriving a village somewhere of an idiot.
- This employee should go far - and the sooner he starts, the better.
- He is several rows short of a spreadsheet.
- Obviously got into the gene pool while the lifeguard wasn't watching.
- "Room-temperature IQ"
- This staff member is a prime candidate for natural de-selection.
- This trainee has a full six pack, but lacks the plastic thingy to hold them together.

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