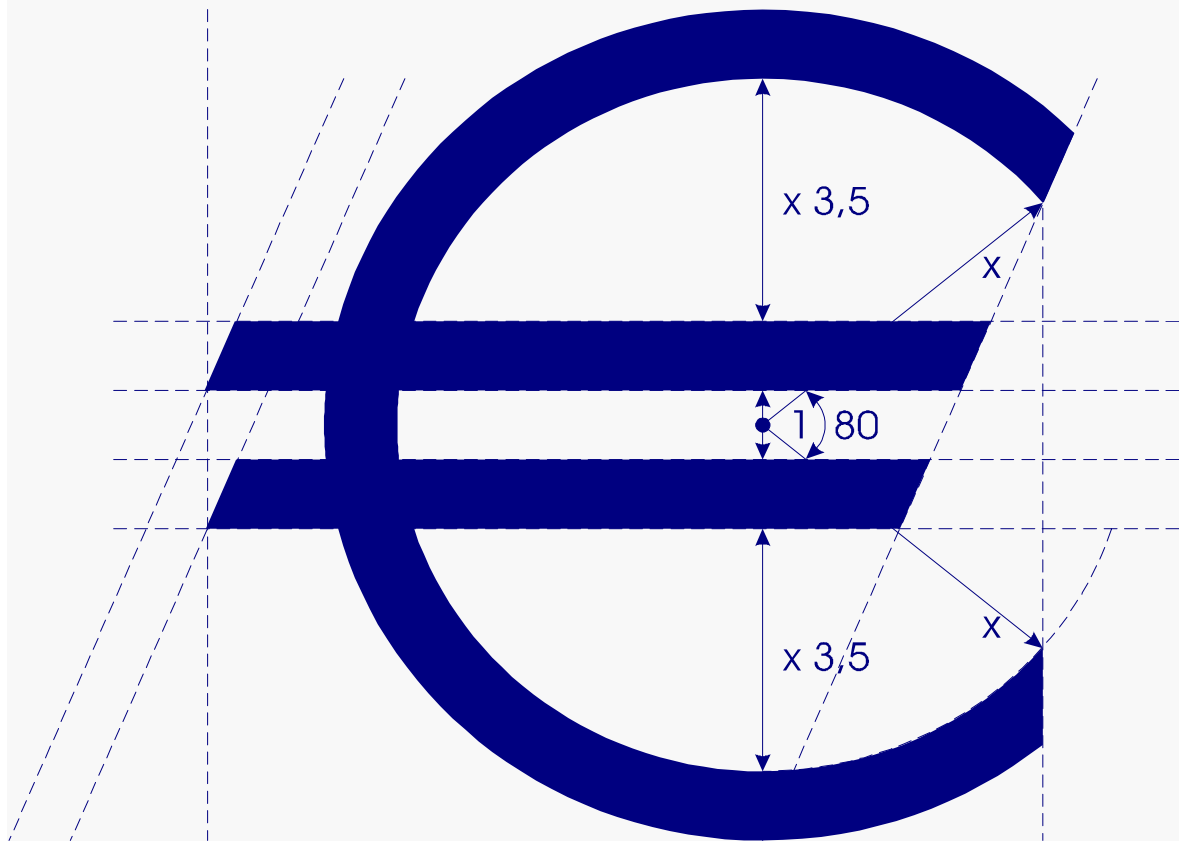
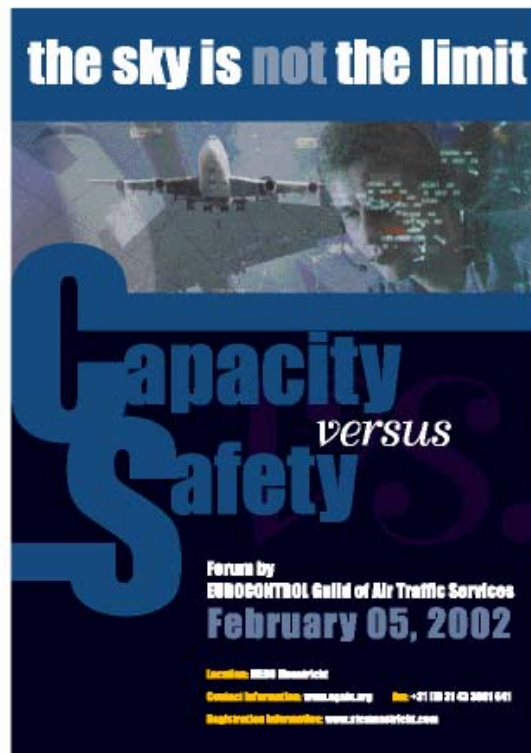


Changeover Times





The EGATS 2002 Forum
February 05, 2002
MECC Maastricht



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Editorial

Patrik Peters President

A new era is/has started these days – not only that we're facing a change in the political field with reference to the 11th September. The aviation world struck by the aftermath of what happened in the US and the already before that time visible signs of a depression, show that we are confronted with – lets put it positive – new challenges.

Looking a bit more European-wide, we're standing on the threshold of the introduction of a new currency - the Euro.

As I think that most of us welcome this change (it makes your wallet somewhat easier to organise and carry) – we don't yet know all the implications this might have for the future. Drawing the circle a bit smaller – big changes are coming up for our daily work – RVSM implementation being just a few weeks away – a new ODS coming up sooner or later in 2002, ASMT, CISM, proficiency checks and corporatisation in one form or another. These are just a few of the items keeping us very busy in the future – and thus I come to EGATS and our activities. The Executive Board did undergo a major reorganisation since the beginning of the year. A whole new set of people are in the board. Associated with it, this required a new layout.

A policy set up on how to continue for the near and long term future is on the way. Spreading the work between more people who wish to be involved in our future and the improved use of electronic communication will hopefully make EGATS more "user-friendly".

This OUTPUT is the kick-off for a new series of information papers. Three times per year we intend to use this forum to promote our work and inform you in a "glossy" way about what's going on in the Guild. More internally we will provide members, who have subscribed to it, with a newsletter being distributed by e-mail – about every 4 – 6 weeks. Your contribution to these publications is highly appreciated – we would like to see a bit more involvement from you for your association.

Trying to close the circle – I'm happy to announce this new OUTPUT and hope you will enjoy it.

I am confident that you will appreciate the work we do for your 55,- €.

Have a great Christmas time and look forward for the challenges to come.

PP





NORMAL REACTIONS TO ABNORMAL EVENTS

By Roger Bartlett.

There must be few people in the aviation industry that in recent months have not experienced a form of emotional distress as a result of the horrific events in New York. Some, directly related to the incident, will have benefited from the quick intervention of crisis teams who will have assisted them in regaining some form of normality in their lives. If left alone it is highly likely that some victims will develop post-traumatic stress disorders and will be unable to function in the same way that they did before the incident.

Those closer to the incident, as we have seen, have experienced fear, feelings of helplessness and just horror of such intensity that they will carry a

“psychological scar” perhaps for the rest of their lives. Even now most of us can still visualise flashbacks of the first time we saw the events unveil on our television screens.

Everyday we experience stress and react and deal with situations as they arise. Sometimes we can distance ourselves from the event, by taking a walk, winding down in a bar after work with friends, or just letting time and sleep do its work. However, when it comes to stress caused by a critical incident, although the symptoms may be the same, the impact can be far more intense and damaging.

Society now mainly accepts that such emotions are not a sign of weakness, but just a normal reaction to an abnormal situation. Everyone can be affected by critical incident stress, even the most macho among us. In most countries incident intervention teams now exist to help and care for people affected by trauma after a critical incident, especially in the Fire and Ambulance

services. Today we often see headlines in the newspapers criticising organisations, such as local authorities, for not having crisis intervention teams available after an incident, for the support of the general public. Critical Incident Stress Management is now taken as normal in many professions and organisations. Our business is no different.

The roots of CISM can be found in the emergency services dating back to the late 1970s.

Dr. Jeffrey T. Mitchell, from the University of Maryland developed the Critical Incident Stress Management (CISM) programme, which includes the specific group crisis intervention process known as Critical Incident Stress Debriefing (CISD). CISM is now utilised by many communities throughout the United States and in numerous other nations. CISM is a “standard of care” in many organisations well outside the field of emergency services. Many Air Traffic Service Providers have adopted CISM programmes following Dr. Mitchell’s basic

It is important for Air Traffic Service Providers to recognise that Critical Incident Stress Management should be an integral part of their human resources policy and will bring benefits. Benefits, not only by being recognised as a caring organisation, but also in terms of economics. Losing one Air Traffic Controller as a result of a stress disorder problem is far more expensive than having a system in place to address the problem before it becomes irreversible.



Events in 1989 at Sioux City, Iowa illustrate this point graphically. United Airlines Flight 232 lost hydraulic control to the DC10s control surfaces after a catastrophic failure of some turbine blades in one of its engines. It had to be steered to Sioux City by means of the throttles only. In fact an incredible feat of airmanship. The flight that had been on route from Denver to Chi-

cago when it developed the failure was under the control of the Minneapolis Air Traffic Control Centre and was advised to divert to the nearest airport, Sioux City. In an attempt to land, the flight crashed at Sioux City resulting in 111 deaths and remarkably 185 survivors. The death toll could have been much worse; thankfully the emergency services had time to prepare and were able to transport survivors quickly to local hospitals.

Unfortunately the FAA at that time did not have in place a Critical Incident Stress Management system like their neighbours in Canada. The Canadian's offered their help to the Controllers at Sioux City but unfortunately continued support was not available. This resulted in some of the Controllers losing their licences and one Controller having to take



medical retirement. Since 1996, due to a National Air Traffic Controller's Association (NATCA) initiative, a FAA funded Critical Incident Stress Management system is in place.

The International Federation of Air Traffic Controller Associations (IFATCA) has since 1986 had a policy for the psychological support of the Air Traffic Controller. This was developed into a full Critical Incident Stress Management Policy in 1998. IFATCA strongly supports and recommends the introduction of CISM programmes for all its member associations.

Many such programmes are "disaster driven" but in some countries, like Germany, Trinidad and Austria, Switzerland, to name but a few, Air Traffic Service Providers have taken the initiative without waiting for any such horrific motivation.

In Europe we have had our share of disasters, the most tragic being the El Al 747 crash in



This prompted ATC Netherlands to set up its own CISM programme. The work of ATC Netherlands is seen as a leading example in how to establish and maintain a CISM Programme in ATM. Hopefully now it will be the turn of the Maastricht UAC.

What is Critical Incident Stress, well in the words of Mike Dooling one of the Canadian ATM CISM pathfinders, it is: "Any situation faced by a Controller which causes him or her to experience unusually strong emotional reactions".

Such emotional reactions, which are normal, can be the result of many and varied situations, not just accidents. We may feel guilty about what has happened . . . wonder if we are responsible, feel awkward in receiving help, and even believe we have not helped our colleagues enough. It is common, in fact normal, for people to experience emotional aftershocks when they have passed through a horrible event. What a CISM Programme does, is to assist such persons

experiencing such reactions to abnormal events. Left alone without support, one could possibly develop Post Traumatic Stress Disorder (PTSD), which could lead to an inability to perform Controller duties and in economic terms to the provider, loss of production.

It also makes economic sense to care and look after a valuable company investment, the Air Traffic Controller. According to the EATMP it costs 650000 Euros to train an Air Traffic Controller in Eurocontrol. The setting up and maintaining of a CISM programme costs ... considerably less.

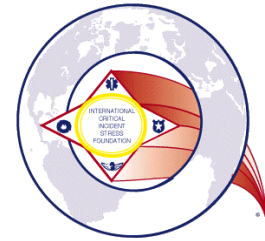
So, CISM is basically a Caring programme...

It is a method of caring for Air Traffic Controllers who have experienced emotional distress, which would prevent them from continuing to function efficiently in a sector, if not addressed in a supportive and structured way.

That's the "why" and now the "how".

In practice a CISM pro-

gramme is centred around the setting up of a structured network of



specialty trained peers (colleagues) who are permanently available to

offer assistance to persons experiencing Critical Incident Stress – a normal reaction to an abnormal event. The team of peers will be available for crisis intervention, and will be trained to be able to give a form of emotional "first aid." CISM is not psychotherapy, nor should it be seen as a substitute for psychotherapy.

To achieve this we will need the assistance of a professional medical care agency, to train our selected peer counselors. Once established annual refresher courses will have to be arranged to maintain that expertise. In addition such an



For this programme to be successful we will, in the near future, need your support in recognising that having CISM available is in your own interest!

The programme in the Maastricht UAC is being driven by the CISM Foundation Team consisting of Roger Bartlett as Coordinator; Olga Zhurbyn Welfare Officer; Inge Vander Eyken and Sven Dutrieue from EGATS; and Frank Schoenenborn from TUEM.

The Head of Operations Division has given his full support to the CISM initiative, we look forward to yours.

References

EATMP Human Factors Module – CISM
A Primer on CISM – Everly and Mitchell
International Critical Incident Stress Foundation

CRITICAL INCIDENT STRESS - PERSONAL CHECK LIST

- ☞ WITHIN THE FIRST 24 - 48 HOURS periods of appropriate physical exercise, alternated with relaxation will alleviate some of the physical reactions.
- ☞ Structure your time, maintain as normal a schedule as possible, keep busy but also ensure you get plenty of rest.
- ☞ You're normal and having normal reactions - don't label yourself crazy.
- ☞ Talk to your Peer Councillor, friends or colleagues, - talk is the most healing medicine.
- ☞ Be aware of numbing the pain with overuse of drugs or alcohol; you don't need to complicate this with a substance abuse problem.
- ☞ Reach out - people do care - spend time with others.
- ☞ Realise those around you may also be under stress. Help your colleagues as much as possible by sharing feelings and checking out how they are doing.
- ☞ Give yourself permission to feel rotten and share your feelings with others.
- ☞ Keep a diary; write your way through those sleepless hours.
- ☞ Do things that make you feel good.
- ☞ Don't make any big life changes.
- ☞ Do make as many daily decisions as possible, which will give you a feeling of control over your life, i.e., if someone asks you what you want to eat - answer them even if you're not sure.
- ☞ Recurring thoughts, dreams or flashbacks are normal - don't try to fight them - they'll decrease over time and become less painful.
- ☞ Eat well-balanced and regular meals (even if you don't feel like it).

Source: The International Critical Incident Stress Foundation



CISM in Maastricht UAC... Why?

Every single one of us could one day be affected by a serious incident, near accident or other work-related traumatic experience.

Maybe that situation where you just managed to avoid a serious incident - and went unnoticed - could cause you to experience unusually strong feelings.

Would you not feel a lot better if you knew that some kind of safety net exists for you?

If you knew that it is OK to feel emotional, angry, restless or upset after a Critical Incident, because that is completely normal?

Would you not feel relieved if some of your colleagues were always available and trained to help you cope with these reactions?

If you can answer "yes" to the questions above, you realize that we need Critical Incident Stress Management in the Maastricht UAC!

Air traffic controllers are a highly specialized

group of individuals. We are known to be intelligent, aggressive professionals and we are traditionally a very closed community.

But ... we are only human!

The old 'John Wayne' times are over - we know better now.

Of course some stress can be helpful and is in fact essential for a full and productive life, but when stress gets out of control it becomes a destructive force that has a negative impact on our health, personalities, work and relationships.

CISM has proven to be an effective tool to combat critical incident stress affecting ATC personnel. Unrelieved critical incident stress could have disastrous consequences for an individual by reducing his or her ability to function effectively either in his job or life.

The first time I heard about CISM was on the annual IFATCA conference in Israel in 1995.

A Canadian controller - Mike Dooling - gave a very moving presentation and shared his personal experience with setting

up a CISM program in Canadian ATC.

The topic came back on every annual conference that followed and as more knowledge was gathered, IFATCA policy on CISM was developed.

EGATS fully supports this IFATCA policy, which promotes the implementation of CISM for Air Traffic Controllers, and we have been actively involved in paving the way for implementation of CISM in our center.

In 1996 our Management seemed vaguely interested in our request for CISM, but it was given a very low priority.

In other words, CISM implementation was not considered UFN.

EGATS showed continued commitment and was even involved in the development of the EATCHIP Human Factors Module on Critical Incident Stress Management in 1997.

In the meantime several European Air Navigation Service Providers, including our DFS colleagues, have set up a successful CISM program.

We believe that now the time and culture in our



organization is right for another attempt at convincing our management that we need their full support to facilitate the implementation of CISM in the Maastricht UAC.

The importance of management support cannot be over-emphasized.

Resources are needed for training and administering the program as well as formalizing the involvement of the ATC personnel dedicated to the program.

On 7 and 8 November 2001, Sven Dutrieue and myself participated, on behalf of EGATS, in a CISM workshop in Euro-control HQ.

There we learned a lot from other people's experience.

We mainly learned that besides getting commitment from our management, we also need your support in believing that having CISM available is in your own interest!

We will need the commitment of some dedicated ATC staff who are respected and trusted, and are willing to be trained to offer

'emotional first aid' to colleagues who seek it.

Confidential peer support on a voluntary basis – that's what it is all about.

And trust me, you are not immune for Critical Incident Stress!

Inge Vander Eyken
EGATS Professional Committee

Filling the Void

A Memorial by PAUL MYODA and JULIAN LAVERDIERE



Like people everywhere, artists Paul Myoda and Julian LaVerdiere responded to the attack by anxiously calling around to friends, lining up to give blood, trying to figure out what to do, how to help. They spent the day looking up at a once familiar skyline and seeing something disorientingly blank.

And that's how they realized that they were in position to do something that few others could do. They knew those buildings; they had spent six months actually working there, out of an unusual art studio on the 91st floor of the north tower, putting together a light sculpture that was to have been installed next year on the radio antenna on top. In planning this work of art, which had been commissioned by the group Creative Time, they had studied the towers, viewed them from all over the city, immersed themselves in the culture of the place. They went to happy hour at Windows on the World; they walked down from the 91st floor, just to see how long it would take (about 45 minutes).

So in the aftermath of the explosions, the two artists conceived a new art project called "Phantom Towers," pictured on the cover of this magazine. They imagined two powerful beams rising from a reflecting pool, refilling the void left by the twin towers with incandescence. "It's an emotional response more than anything," says LaVerdiere. "Those towers are like ghost limbs, we can feel them even though they're not there anymore. Not being doctors or licensed crane operators, we realized that the best thing we can do to help is an artistic gesture that might offer consolation or a sense of security or hope."

The artists intend this as an ephemeral monument, occupying the hole in the skyline until rebuilding can get under way. "It is an irony, a kind of painful irony, that we looked at the towers the same way the terrorists apparently looked at them, as a symbol of communications, strength, power," says Myoda. "I fully want office buildings to be there again. Not a graveyard or a rose garden or a piece of art. There should be big buildings. It ought to be the way it was.

New York Times 23.09.2001

SCOPS AND THE EUROPEAN CONTROLLERS' CUP COMPETITION

Kirsteen writes about her experiences as a 'football' supporter in Prestwick

Another year and another European Controllers' Cup (ECC) tournament – this time in Prestwick.

Some people go for the football, some people go for the social contact... personally, I went for the weather. I know this might be hard to believe for some people so I tried to include a photo of "the girls" stretched out in their bikinis but, due to technical problems, this hasn't been possible. Shame.

Yet it really was a glorious week right up until the end

encouraging a few of the more foolhardy to streak across the pitch during the final (and before you ask, no, not the girls...)

So, over 1000 air traffic controllers and partners descended into this sleepy town, displaying great football skills and expertise, endurance and stamina – at the height of their physical prowess. Well, everyone was enthusiastic anyway. None more so than the Maastricht team, a fine body of men and women, with a few new faces along with the old regulars.

Some came along ready, willing, or able to play football and others just to lend their support in whatever way they deemed fit – from vocal support to carrying beer. Most even made it to the pitches before midday...

We actually managed to do quite well this year (it's all relative). Despite an early setback when one of our "secret weapons" was carried off on a stretcher to the hospital 10 minutes into the first game (those Swedish blokes can be a bit rough!) we achieved a credible 23rd place out of 40 teams with no permanent injuries.

All credit to the guys of course but I think the policy of bribing the ref at half time with a drink was an equally important tactic. This year we gave the opposing teams a bottle of Schrobbeleer and it was easy to gauge the seriousness of the opposition by noticing if they drank it all before / during / or after the match.

We were equally well rewarded with Irish whiskey,





Icelandic black stuff, some weird Swedish concoction, and the more familiar French wine and champagne –

Wanda's method of chilling champagne will forever be remembered (wrap it in wet newspaper and drive around in a taxi for twenty minutes, holding it out of the window).

On an individual note, with the stepping down of Harry de la Haye as treasurer of ECC after many years of service, we were impressed with the election of our very own Cornelia to the same post. It was great that her selfless socializing with all the teams and their captains had a just reward!

Another successful year then. Not just with regard to football but also (and equally importantly) in the social field. A large number of e-mail addresses were swapped and contact made with our European (and transatlantic!) neighbors.

Oh, I suppose some of you might be interested in who actually won – I must admit I can't really remember.

I don't think it was really very important except to the victors who I do remember seemed to have a mighty fine time celebrating on stage.

I do know I talked to some of them later but it was all fairly unintelligible by that time although I think they were of Scandinavian extract.

I suppose if you really want to know then you'll just have to come along next year and find out for yourselves.

I think I can safely say that everyone had a fine time and it was not only great to meet so many new people all out to have fun but also to actually talk to some of the people I see at work so often but never said more than "Mornin" to. I trust the feeling was mutual...

Kirsteen Easdale

Now a Word about what SCOPS does...

SCOPS, Social Contact **OPS** Room, is primarily involved in arranging a Maastricht team to participate in this annual football tournament. In the past, SCOPS, was involved in other social events concerning OPS staff, hence the name.

The year 2001 brought a change to SCOPS and the introduction of a SCOPS Committee.

We also considered changing the meaning of SCOPS.

Current SCOPS Committee:

Treasurer :

Chris Geelen, *team B3*

Team Captains :

Stuart McMillan, *H1*

Marco Kuelgen, *D3*

Team Representative :

Marc Coolen, *D3*

ECC Committee :

Cornelia Klee, *D6*

The next ECC tournament will be held in Dusseldorf in June 2002. If anyone is interested in participating in future tournaments as a football player or supporter, then do not hesitate to contact myself or any other of the SCOPS Committee members. Remember that participating is open to all Maastricht Officials and not only to OPS staff. This year, we had two representatives from Lippe in our team.

Finally, we would like to thank the Organising Committee of Prestwick for inviting us to the tournament and to EGATS & The Staff Association for sponsoring our team with the T-shirts.

Stuart McMillan.



So much about wake-turbulence ...



How high do THEY fly?

An Investigation on customers' satisfaction with Airline Companies.

In aviation magazines and in other aviation-dedicated documents, we often read about investigations on airline companies. Many times, though, these investigations seem to forget the key element which keeps the very companies alive, i.e. the passengers.

Below is the translation of an article which appeared in the Belgian consumers' magazine Test Achats/Test Aankoop last November. It is an article in which seven consumers' organisations in Belgium, Germany, The

Netherlands, France, Spain, Portugal and Italy gave passengers a questionnaire about their flying experiences during the two previous years. The questions were given out between October and November 2000. More than twenty-three thousand passengers correctly replied to this questionnaire, assessing in total one hundred and nineteen airlines.

Why Company A?

The first thing the investigators wanted to know was why do passengers choose a particular company instead of another. It was discovered that passengers in general show a net preference to their own national company(ies). Independently from this, they give importance to the

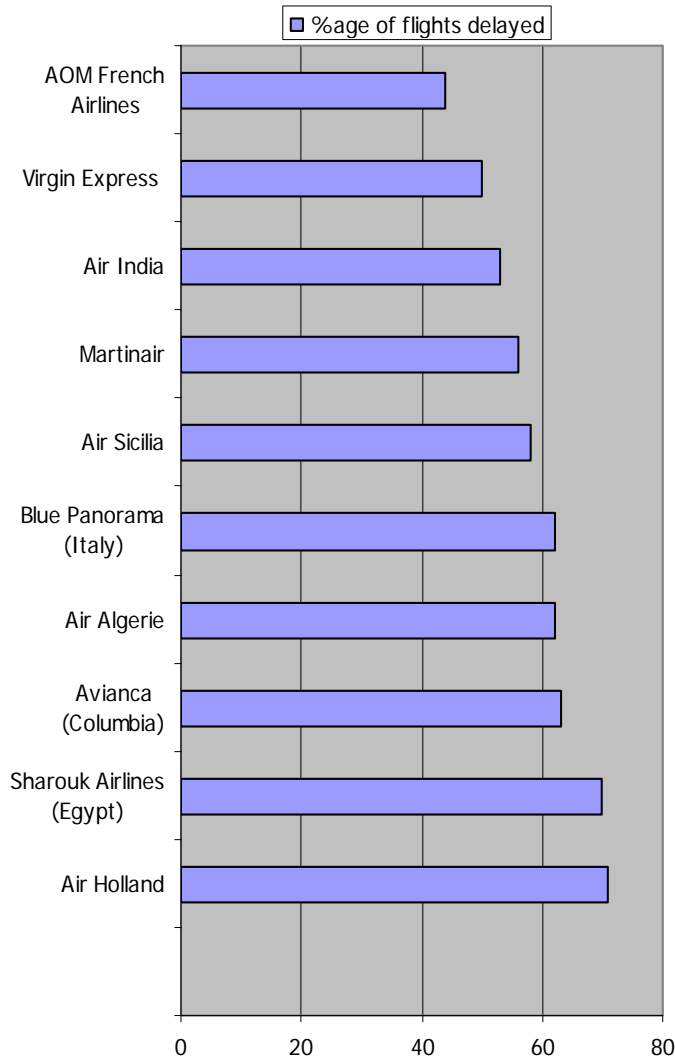
sense of security and trust the company gives them, then to the price, the comfort and the on-board service in this respective order.

Delays

Delays were the order of the day for all the listed companies. No company really did too well where it came to punctuality, but some companies did worse than others. Table 1 shows the 10 companies that obtained the worse scores when it comes to delays.



Table 1: Bottom 10 airlines for delay



Lost or damaged luggage

Only when we have our luggage in hand at the airport of destination can we say that the flight has really ended!

Sometimes our luggage comes out on the conveyor belt in a different shape from the one that we had last seen it in. Other times our luggage secretly decides to take a trip to another destination without our permission! Nine percent of the passengers interviewed have experienced a problem related to their luggage upon arrival during the most recent flight they had taken.

More often their luggage had arrived late or was slightly damaged.

88 out of 3 507 passengers who have experienced luggage problems never saw their belongings again!

Overbooking

Many airline companies reserve their right to overbook flights so as to assure a maximum occupancy rate. This practice is normally based on the principle that on every flight there is a percentage of no-shows - (Mainly business class tickets).

In this investigation, 5.5%

of the passengers interviewed were at some point victims of an overbooking.

Most of these managed, finally, to board their flight without any problems, only some had to insist.

One fifth of these persons said that they had to miss their flight. In this investigation a significant difference between airlines in this respect could not be



Table 2 shows the 10 companies who have had the highest number of entries when it comes to luggage problems.

Scheduled or Charter?

This investigation reveals that luggage-related problems are somewhat more frequent on the scheduled flights than on the chartered ones. Most of the

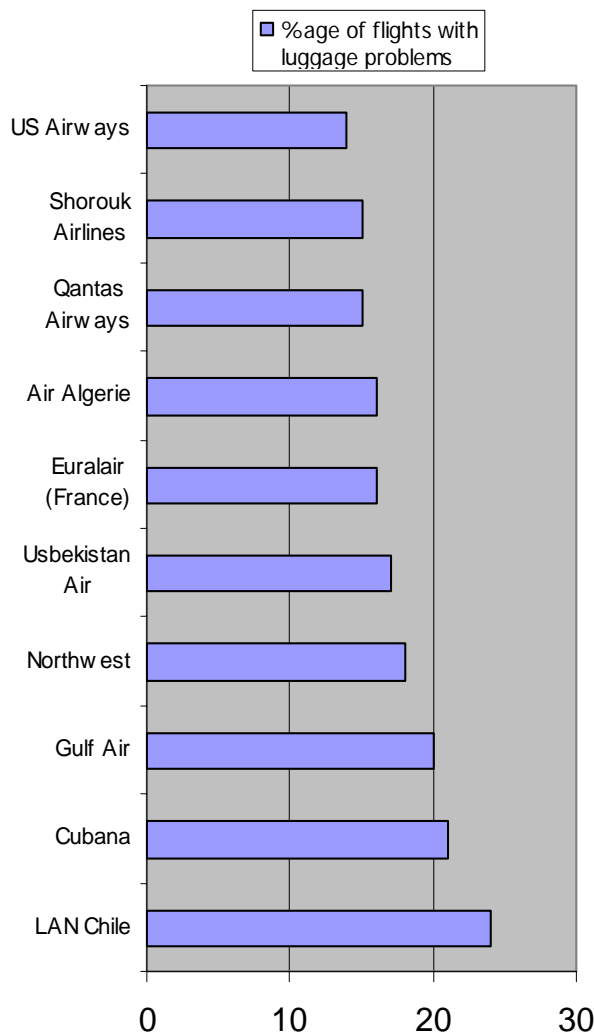
time the problems on scheduled flights are due to luggage arriving late at destination. Here one has to take into account that chartered flights tend to be direct flights while scheduled flight sometimes might include different stopovers.

On the other hand luggage problems related to charters have more often than not to do with damage.

As regards to over-booking, the problem seems to be more important when it comes to scheduled flights (6.2% as compared to 3.2% on chartered flights).

The situation reverses when it comes to delays - 40.9% of the passengers on a scheduled flight experienced a delay on their last flight against 44.4% on the chartered flights. One has to say that on average the time of delay is more important on chartered flights.

Table 2: Bottom 10 Airlines with Luggage Problems



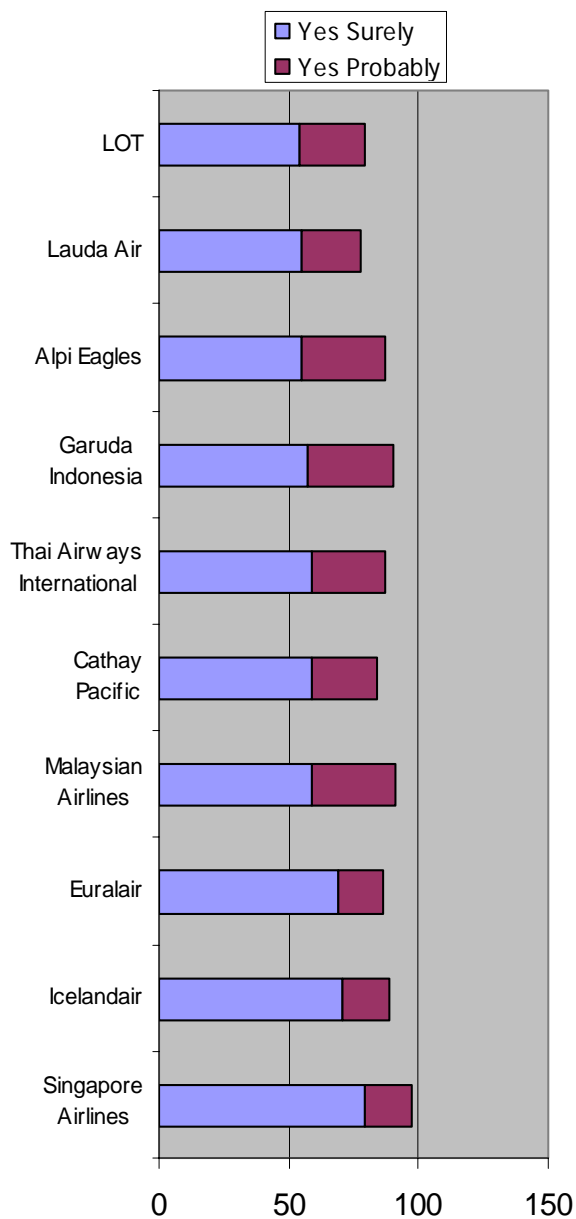
S a t i s f a c t i o n Guaranteed?

Far from that...While the persons interviewed were on the whole 'satisfied' with the airline company they chose to transport them from A to B, the vast majority would not recommend the company without any reserve. Table 3 shows the 10 companies most often recommended by those interviewed.

.....



Table 3: Top 10 recommended Airlines



What are the passengers rights?

Reading about all these problems, one wonders how does the law protect the passengers from Airline abuse. These problems, mainly concerning over-bookings or other incidents, are covered by a directive

issued by the European Union.

Also the Warsaw Convention and other specific rules give certain rights to the passengers.

The rest of this article concentrates on the different rights a passenger with a fully-paid ticket has

(for passengers with a stand by ticket or other reductions the rights might be different from those listed here-under).

If your place is over-booked

It is generally those who arrive the latest to check in to be the ones who cannot embark the aircraft. When this happens (due to over-booking) on a scheduled flight to someone having a valid ticket, a confirmed seat and who was present in person for check-in and the flight is departing from a country within the EU, the passenger has the right to appeal to a defined compensation system.

This system gives the choice between the compensation of the part of the flight which is effected or for a flight which goes in the most rapid way towards destination or a later flight to the destination on the ticket at a date determined by the ticket owner.

Whatever the choice is, the victim has also the right of

- For flights with a distance equal or less than 3 500km: 150 Euros or 75 Euros if the delay is shorter than 2 hours.
- For flights with a distance greater than 3 500km: 300 Euros or



150 Euros if the delay is shorter than 4 hours.

In any case the compensation can never exceed the amount paid for the ticket. When it comes to 'package' trips, the airline company compensates the tour operator which in turn compensates the passenger.

Also, the airline company has to offer the passenger the possibility of a phone call (like in a prison (!) or a communication via fax and to pay for the meals and drinks in accordance with the time of the day and the waiting duration. If the passenger has to wait one or more nights before taking the next flight, the company also has to offer to make good for the hotel fees.

In principle, the overbooking victims should not even claim these compensations. The airline company should take the initiative and provide the passenger with a form including the compensation rules. Unfortunately this is not always the case - do-oh! Sometimes one ends up taking the next flight without even being compensated while having the right. In this case it is recommended to write to the company as rapidly as possible - preferably through a registered letter.

If the luggage is damaged, late or lost.

In any of the three cases above, the airline company should pay a compensation in accordance with the Warsaw Convention. In case of lost luggage, the company should pay 20 Euros per kg, unless the passenger has declared a specific value for their luggage and has paid a supplement. In this case the compensation should equal the value declared. In practice many companies give better compensations than those stipulated in the Warsaw Convention. In all instances it is important to conserve the luggage identification tag which the check-in handler usually sticks to the back of the passenger's ticket.

Luggage related claims should be done as soon as possible through the lost objects counters within the airport. Here one is asked to fill a Property Irregularity Report. It is important to keep a copy of this form.

To claim for compensation, one has to confirm the complaint with the airline company preferably within the airport, or via a written letter. To be noted that these complaints have to be communicated to the company within 7 days if the luggage is damaged or with 21 days if the luggage

was lost.

If the passenger is delayed.

If a scheduled flight is delayed, it is also the duty of the company to find means to reduce the disturbance caused to the passengers - this clause does not count if the reason for delay is beyond the company's powers (such as a weather related problem en-route or at departure/destination). Although charter operators reserve the right of changing the time of departure, the tour operator is obliged to communicate the definitive TOD at least 7 days before. If this is not the case, passengers can claim for compensation.

Where to address the complaints?

If passengers' rights are not respected, one should address the complaint to the airline company preferably with a registered letter. If the flight is part of a package, then the claims should be addressed to the tour-operator. This company in turn shall complain to the airline company.

If the problem is still not resolved, one should address their country's Commission for Travelling Disputes (direct translation of Commission Litiges Voy-

Aviation books ...

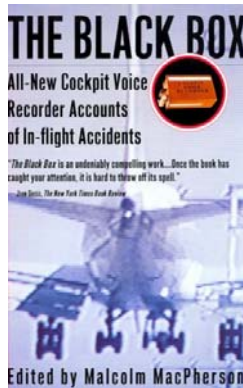


FATAL WORDS
Communication Clashes and Aircraft Crashes

by
Steven Cushing

ISBN 0-226-13201-3
Price 13,- USD

On March 27, 1977, a KLM and PanAm Boeing 747 collided in Tenerife, killing 583 people. The cause: a miscommunication between one pilot and a controller. The pilot radioed, "We are now at take-off", meaning that the plane was about to lift off, but the tower controller misunderstood and thought the plane was waiting on the runway. In this book, Steven Cushing explains how miscommunication has led to disasters. He examines ambiguities in language and looks for new approaches to solve the weak link of human communication. Interesting to read/ - sometimes a bit theoretical.



THE BLACK BOX
Cockpit Voice Recorder Accounts of In-flight Accidents

by
Malcolm MacPherson

ISBN 0-688-15892-7
Price 12,- USD

This book basically is a collection of transcripts from cockpit voice recorders. The accidents described show the horror of sometimes dead-end situations as well as the mistakes being made by cockpit crew members. McPherson does have a few errors in this book, mostly in explaining the terminology of aviation but his basic information is accurate and only experienced aviation buffs will mind the errors.

This book is also available in German. Do not buy it!
- Bad translation.



CLEARED FOR TAKE-OFF
Behind the scenes of Air-Travel

by
Stephen Barlay

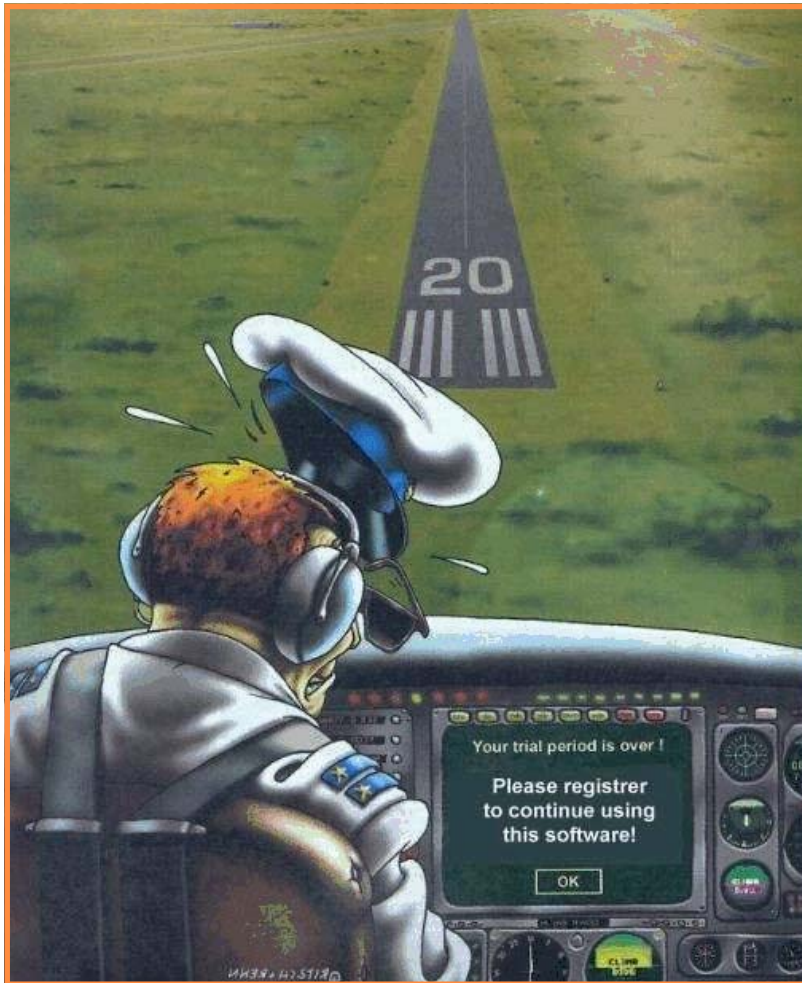
ISBN 1-85626-134-4
Price 10,- £

This book is meant for those travellers who feel uncomfortable when the aircraft, shortly after take-off, makes this rumbling noise whilst only retracting the gear. Here you find explanations to these and loads of other questions you might have. All this is packed nicely into little stories and anecdotes.

"Essential reading for those wanting to avoid the pitfalls of being an innocent tourist."



... and other interesting stuff



some more cookies...we'll get you to Milwaukee."

- "Approach, what's our sequence?"
"Calling for the sequence I missed your call sign, but if I find out what it is, you're last."
- "Sure you can have eight miles behind the heavy...there'll be a United tri-jet between you and him."
- "Approach, SWA436, you want us to turn right to 090?"
"No, I want your brother to turn. Just do it and don't argue."
- "Approach UAL525 what's this aircraft doing at my altitude?"
"UAL525, what makes you think it's YOUR altitude, Captain?"
- "DAL1176, say speed."
"DAL1176, we slowed it down to two-twenty."
"DAL1176 pick it back up to two-fifty...this ain't Atlanta, and them ain't grits on the ground."
- "Request Runway 27 Right."
"Unable."
"Approach, do you know the wind at six thousand is 270 at fifty?"
"Yeah, I do, and if we could jack the airport up to fifty-five hundred you could have that runway. Expect 14 Right."
- "Air Force Four-Five, it appears your engine has...oh, disregard...I see you've already ejected."

- "Approach, how far from the airport are we in minutes?"
"N923, the faster you go, the quicker you'll get here."
- "Air Wisconsin Three-Thirty-Five, caution wake turbulence, there is an Air Wisconsin Three-Forty-Five on the frequency."
- "I don't mind altitude separation as long as they're not on top of each other."
- "The traffic at nine o'clock's gonna do a little Linda Ronstadt on you."
"Linda Ronstadt? What's that?"

"Well, sir, they're gonna 'Blue Bayou'."

- "I can see the country club down below...look's like a lot of controllers out there!"
"Yes, sir, there is...and they're caddying for DC-10 drivers like you."
- "N07K you look like you're established on the localizer and I don't know the names of any of the fixes, you're cleared for the ILS approach. Call the tower."
- "AmTran 726, sorry about that, Center thought you were a Midway arrival. Just sit back, relax and pass out



“ATCOs in a changing world” IFATCA-EUROCONTROL Workshop

EUROCONTROL HQ in Brussels hosted a two-days workshop last November 15th and 16th. The objective of the event was to create a forum for information and discussion between EUROCONTROL staff and controllers from throughout Europe on a variety of topics, both technical and human factors oriented.

Many things are subject to change in our ATM world. If there is constancy however than it is certainly the social character of a group of controllers joining for evenings’ liquid dinners wherever they meet. I guess there is not even the intention to have this changed, fortunately.

Henri Blunier, Director of the EUROCONTROL Institute in Luxembourg welcomed the participants (about 75) stressing the importance of this type of meeting. It is a platform for controllers to be informed on ongoing projects within the agency, whilst at the same time it gives valuable feedback to staff involved.

Our own EVP-Europe Marc opened the presentations with a lecture in history. Those who attended the European Regional Meeting

in Zagreb will remember how Marc explained why Charlemagne is in fact the grandfather of Ms. De Palacio (the European Commissioner of Transport). He indicated the political, technical, economical and human factors challenges that face us in the nearest future.

The Maastricht new ODS, with its originalities was presented by Herman Baret, the ODS Programme manager, in a detailed way. The EUROCONTROL Centre will be on the leading edge of system design and architecture when it goes into operations somewhere next year (probably).

Patrice Béhier pointed to the necessity to involve pilots and controllers in the design and through the life-cycle of new ATS data communication systems. Practical experience should validate and drive the specifications with concern for the human factors issues. 70 days to go for the implementation of RVSM. Joe Sultana updated the meeting on the promising evolution towards January 24th 2002.

A challenging presentation followed on Airborne Separation Assurance delegated to flight crews, upon con-

troller initiative who decides to delegate if appropriate and helpful. Although the feedback from controllers seem to be positive (satisfying, could enable workload reduction, ...) I am sure the last word on this topic has not been said. Obviously this is one of the hot potatoes in our own deliberations as well. Lex Hendriks (former IFATCA vice-president technical) concluded the first day with a presentation on airspace and infrastructure developments.

As you can find all the presentation on the EUROCONTROL website under: <http://www.eurocontrol.int/eatmp/events.html> I will not go into further details on every individual speaker. It is certainly worth while to visit this site and have a look at other presentations on selection, training and licensing, safety management, ATCO shortage Link 2000+ or the challenging evolution in automation support in the ATC decision making process or future Human Machine Interfaces and some more.

Although there was some en-route delays the workshop closed as scheduled at 4 o'clock on Friday afternoon. I think this was a very fruitful event.



The audience was actively involved and motivated to put questions to the speakers. The feedback indicated clearly to reduce

the number of speakers and devote more time to open discussions. The general feeling was certainly positive: an event

to be repeated.

Luc Staudt
Executive Secretary

Dear EGATS members,
a new initiative from your Guild.

By the EGATS documents and magazines in the OPS room, you will now find a new folder: the "**Unofficial EGATS Travel Guide**".



What is it and what shall we do with it?

Given the amount of our members that travel the world and all sort of exotic places, and who also come from so many different countries, we thought it might be fruitful to provide a way of sharing useful and/or curious information. Now the opportunity is there for all those who have a few minutes to spare to make an entry and/or read them.

It will obviously take some time to gather a substantial amount of information, but please don't be shy and go for it!

A few guidelines on HOW to use it:

- the folder has A to Z separators.
- Just go to the letter where you want to make an entry following the principal that it is the first letter of the name of the country or the city you visited.
- Write down in capital letters the name of the place you've been to and the following details:
 - date of visit (or period) and what else it's worth mentioning about it: maybe a particularly good restaurant, a fabulous sight, a fantastic deal, a particular hotel that gives airline industry discounts, a must-do or must-see and so on.
 - If you wish you can add your name and your team, so that people interested in more details can contact you, but this is obviously totally up to you.
 - Please keep it as neat as possible.

In short: let us know.
We can all benefit from such a useful initiative.

Hoping the idea takes off, we wish you all a lot of happy travelling.

Claudia D'Amico



NORDIC MEETING STAVANGER

19TH – 21ST OCTOBER
2001

When the alarm went off at 5 o'clock in the morning I did wonder why I had volunteered to attend the Nordic Meeting in Stavanger.

I soon woke up however, hurtling down the autobahn on the way to Düsseldorf's new space-age terminal.

Despite the aircraft going tech on push back and nearly missing our connection at Copenhagen, we arrived on time at Stavanger. We were met by the mainly Norwegian contingent and given a presentation on the past and future of Sola airport.

After lunch we had a tour of Sola ACC. This was a small room as each sector covered relatively large areas of airspace. The assistants there prepared the strips for the overflights and liaised with the numerous airports within their FIR. (Stavanger it seems is the only one making a profit.) We then climbed the tower in which 2 controllers and an assistant work. The beautiful views of the Norwegian countryside sparked some jealousy amongst those of us that work in windowless bunkers! From there we headed for the hotel, stopping on the way at a fa-

mous monument to the end of Viking bloodshed.

The Nordic meeting that afternoon consisted of the introduction of the participants, with whom we had a formal dinner (and some not so formal beers) in the evening.

Saturday began with the first of the days meetings in which each member state reported on the important events and plans for their assistants. Some of the ongoing issues such as the need for licensing, accurate job titles and job recognition continue unresolved.

Next on the agenda was a trip around the Fjords. At which point I was forced to disgrace my "Limey" naval heritage and admit that I get seasick. The water however was calm and the scenery stunning. We made our way down the Lyse Fjord to the impressive Pulpit Rock before turning back to Stavanger harbour.

At 17.00 the wind swept group reconvened and Herman presented the Euro-control "Since Last". To which the Danish representative added that Copenhagen had now adopted a similar shift pattern as a result of past Nordic meetings.

That evening we had dinner in one of the colourful

old warehouses that line the harbour. The braver amongst us ate reindeer and the Icelandics discussed the merits of shooting puffins! Walking back to the hotel we were amazed to notice that queues had formed outside anywhere selling alcohol. Strange, as beer was nearly 12 Guilders (sorry, 5 Euros 45) a glass.

The next morning was spent summing up and planning the next meeting. Iceland will be the host for 2002 so a swim in the Blue Lagoon seems almost inevitable!

After saying our goodbyes we started our time consuming journey home. This in fact involved an impromptu tour of Copenhagen apron tower, as our connecting flight to Düsseldorf was cancelled. Totally manned by assistants this highlighted the variety of roles that operational assistants fulfil. From ACCs to Towers to Flight Information services, each having different roles and responsibilities.

One thing is certain, I will definitely be less hard on the next person who asks me if my job involves waving orange ping-pong bats at taxiing aircraft!

Clare Taylor

IFATCA EUR Regional Conf. 19-21 Oct. Zagreb

EGATS delegation was led by Patrik - with Claudia as EB member. Luc, Inge and myself completed the delegation as IFATCA representatives in our various fields.

The Agenda of the meeting was very extensive .

Besides the traditional Member associations reports, as well as those of the various IFATCA representatives to the numerous ICAO and Eurocontrol panels, the main items of discussions centred around the new ATM working group social dialogue set up by the EU, following their "Single sky "initiative. Long debates on whether IFATCA should take up a seat in this traditionally Trade Union business.

The decision has been deferred.


The consequences for controllers of the tragic events around the 11 of September were also naturally discussed and the region reinforced the position that ATS service providers would not cut training and reduce recruitment as the results of the call made by airlines to reduce ATC costs. It was also highlighted that may Privatised ATS service providers, faced with reduced income, would probably run into

financial difficulties and this will have impact on controllers.

The Eurocontrol agency made 3 presentations:

The first one by Alex Wandels on Data link, informing the audience of the latest developments in the Link 2000+ programme. He said that Eurocontrol did not want to replace R/T by data link and that the idea now was to create an additional link to be used at controller and pilot discretion. He also explained that the initially expected functions such as down-linking aircraft parameters or comparing FMS route with that of the ATC ground processing system(s) will both be extremely complex and expensive to achieve and probably will not materialise.

Then Joe Sultana, the RVSM project manager, gave a very interesting update on the current RVSM preparation. We learned that out of the 9100 a/c expected to fly in the RVSM airspace next January only 78% so far were monitored and checked OK. It was expected that 8150 would be by 24 Jan the rest will have to fly below FL290. They are mainly Tu154,s. DC9, BA146 , RJs, E145 and 185 and business jets. They did not expect any of the 41 States involved to have any major problem by 24 January . Eurocontrol



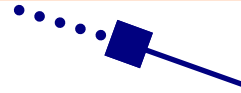
will however ask that for the first 48 hours a 20% reduction of capacity is imposed on all upper sectors and for the next 15 days a reduction of 10%, leaving the local supervisors the flexibility to modify those by +/- 5 %.

Then Eric Miart gave a presentation on Co-operative Decision-Making (CDM). This new toolbox is initially set up for airports. It is supposed to connect and inform in real time all the players in the field (ATC, Airports and Airlines) with all their known parameters (such as gate/ stand availability, Aircraft tech problems, parking/ taxing constraints, holdings, etc.). This in order to define the priorities and possibly re-sequence arrivals and departures. When and if fully implemented, this system could have an effect on all controllers.

Finally, this will be unfortunately Marc Baumgartner last time as EVP Europe as he will leave us for hopefully higher position in IFATCA. Marc has been the driving force behind the Region over the last years and his kindness and power of persuasion will be missed. As the Eurocontrol rep said: this was largely due to Marc work and personality that IFATCA enjoyed such an esteemed Status within the Eurocon-

And then there is that bit about the EURO – the money!

Dear members,
please, please, please pay your membership fees in good time and please pay the correct amount!



The fee is 55,- (in words: fifty-five) EURO payable in January each year!

The account is: ABN/AMRO Bank Beek 46.86.12.254

All other branches besides Maastricht - check with your local representative or contact us at:
treasurer@egats.org

Since we have changed the bye-laws & the constitution beginning of this year, the following rules with regards to membership apply and will be strictly adhered to:

Bye-laws as adopted by the AGM 2001 – Chapter 2 article 8 – Membership Contribution:

- 2.8.1 Membership contributions are due at the start (01.01.) of each financial year.
- 2.8.2 When no written cancellation of membership has been received before the first day of December, membership is considered to be continued for another year.
- 2.8.3 **Members failing to pay their contributions before the end of February will lose all entitlements as specified in par. 2.3 – 2.6. of the bye laws from March 1st.**
- 2.8.4 **If no payment has been received by April 1st, it will be assumed that the member no longer wishes to continue his membership of the Association and thus will it will be terminated without further consultation and without invoking the suspension/expulsion procedure.**
- 2.8.5 Cancellation of membership shall give no right to reimbursement of fees or donations already paid. ...

We strongly recommend establishing a standing order to ensure timely payment for the years to come.
Kind regards

PP

We welcome any contribution for the OUTPUT or our future newsletter:

Mail to:

- board@egats.org
- exec_secretary@egats.org
- president@egats.org



EGATS OUTPUT© 2001 EGATS

Volume 6 / Issue 1
December 2001

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Contributions by: Roger Bartlett/ Inge Vander Eyken/ Max Bezzina/ Claudia D`Amico/ Clare Taylor/ Luc Staudt/ Philippe Domogala/ Stuart McMillan/ Kirsteen Easdale...I hope, I didn` t forget anybody!

Printing: Our helpful colleagues from the EUROCONTROL printing office/
Thanks again!

EGATS OUTPUT will be published as of now three times per year!
It is solely for our members. No part of the information contained in this issue is of any business to the outside world, unless otherwise decided by the Executive Board of EGATS. Anybody who forwards this information outside the EGATS membership without the express, written approval of the EGATS Executive Board will be proposed for expulsion at the next AGM for acting against the interests of the EUROCONTROL GUILD OF AIR TRAFFIC SERVICES.

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trol agency.

Continues on page 24

Continued from page 22

IFATCA is now not anymore a mere Observer but rather a Partner in the various Eurocontrol activities.

Indeed one can see the IFATCA Logo along the Eurocontrol one in the RVSM poster that will be put in every OPS room in Europe, as well as co-organising the next Work-

shops
Philippe
Domogala



IFATCA Liaison

ANNUAL GENERAL MEETING 2002

Mercure Hotel

Maastricht Aachen Airport

07th March 2002

19:30 hrs.

*Have a nice Christmas &
a Happy New Year !*

