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AUGUST 2004



OUTPUT

by EGATS

The Eurocontrol Guild's publication of Air Traffic Control

In this issue you read about ...

- ... a review of the Ueberlingen-accident,
- ... the composition of the new Executive Board,
- ... the Flight Safety Seminar in Stockholm,
- ... the last international IFATCA conference in Hong-Kong,
- ... the development of our Space Management Doc,
- ... and many other interesting matters.



Skiing events in 2005:

The Golden Flight Level 2005 in
Chamonix/France
15. - 22.01.2005
info: www.GFL2005.com



NATCA Skifest 2005 in Breckenridge/Colorado
USA
05. - 12.02.2005
info: www.natcaskifest.com

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Thinking in a bit broader terms ...

Dear Members,

Finally you are holding the first issue of the year 2004 in hands. It took a while – not because there would have been too little to report on – it was more the contrary. And because of the many issues currently going on in and around Eurocontrol, we were all rather busy and could not find sufficient time to publish all the information. Communication, a general term for the flow of information linking people or places – one of the key words these days (besides “OQAI” and “Cost-Saving”) – also here we have to continuously try in improving this. We hope doing so by giving you a substantial and renewed magazine at hands.

But communication has to function bidirectional – therefore I would like to receive your feedback on this issue of OUTPUT, - the content, the format, layout etc. Send your opinions to editor@egats.org.

Looking back to the last half year, we find our profession in a very different light. More dragged into the spotlight of the media, the public perceives our profession more critically than ever before. I am in particular reflecting on the Überlingen and Linde accidents. Besides all the tragedy caused by the accidents as such, scapegoats are wanted and, supported by media hype, found and attacked and/or killed. Where do we go? Are we safe in executing our profession for our daily living? Who protects us? Do we ourselves recognize the fragility of our allegedly “safe” work? What is done to improve this public perception and the necessary operational safety nets? For example, IFATCA has undertaken work in improving the knowledge and the transparency of TCAS operations, high lightening the shortcomings of the system. But these things have to be taken further – refresher training and briefing of changes to operational staff have to be taken more seriously and implemented as soon as possible. But there the missing manpower is the major limiting factor. Resources, be it for OQAI projects, working groups, simulator or other missions, are being pulled out of the OPS room, merely leaving a minimum staffing to do the operational work. Every sick-report causes major problems and involves “creative” rostering to guarantee a safe operation. We cannot continue the way we are doing now. We urgently need to look at alternatives. Besides adding on personnel, we need to look at the present very compressed roster, which leaves very limited possibilities to change shifts and accommodate our customers and which is on top of all – a very tiring one. We have to also consider moving away from our 4/2 schedule. Controllers don’t particularly like changes and are very sensitive when it comes to trying out new things, but we should not close our eyes. Let us look around how other ANSPs handle it, gather information and communicate our wishes to management in order to achieve the best for all of us. This could off course also mean that in the medium term, working hours have to be changed (longer shifts – less total hours per week), training has to be expedited, decisions on this have to be made earlier, rest-facilities have to be improved (due to longer shifts) and so on. I would like to encourage you all to open up a bit to the outside – we are carrying out a fantastic profession, but we have to evolve. The world around us is moving very fast. Take the Single European Sky initiative of the European Commission as another example. Eurocontrol has been tasked with several mandates, which within one year from now will reach the final stage. A big number of the present ATC facilities will have to be closed in this effort to streamline European ATM. If we want to continue being in a key roll in the aviation world in Europe, we have to move on and not be afraid to pick up that challenge. We are – looking at the latest benchmarking report – in a good position, but we should not rest on our laurels. This was recently communicated to us – maybe not in the most suitable format and maybe also not realizing that MASUAC is not like a national centre but very unique in its kind and therefore requires a bit more intuition. Controllers want to be recognized in their efforts to manage the day-to-day complex traffic, - especially when we for many years are facing pressuring national interests, more and more restrictive working methods and decreasing airspace with increasing traffic. And we want to be recognized without the BUT at the end.

And there we are again: Communication! It only works if we say what we think, say what we want and then sit together and work things out.

Patrik Peters
EGATS President

The Who is Who of the Executive Board of EGATS



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Paul Hooper
Senior Flight Data/Team F6



Administration

Executive Secretary/VP Admin.

Martin Norris
Controller/Team B6



Membership Secretary

Cornelia Klee
Controller/Team D6



Office Manager

Ralf Zech
DFS/Lippe-Controller



The Who is Who of the Executive Board of EGATS

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Patrik Peters
Training Officer/Team B2

Professional & Technical Committee



Vice President Prof./Tech.

Robert van Zutphen
Senior Controller/Team B3



Professional Committee

Vincent Poty
Training Officer/Team B3



Professional Committee

Raffaele Vigorita
Controller/Team D6



Technical Committee

Kris Vermeiren
Systems Implementation

New Members of the Executive Board

Hi, as I am new to the Executive Board of EGATS, I'd like to briefly introduce myself.

My name is **Raf Vigorita**, 32, of Italian nationality and I live in Maastricht. I took the opportunity to join the Executive Board and I hope that, given some time, I will grow more and more into the system to be able to fill in my mandate the best I can. I will be supporting the crew as member of the professional and technical committee. I joined Eurocontrol in February 1996 and currently I work in team D6. Previously I worked as a military TWR/APP controller in Aviano AB, supporting operation deny flight in Bosnia.



Hi dear members, as a newcomer in the EGATS board, I would like to present myself.

I come from the French speaking part of Belgium, a small town called Ciney. I am sure the beer's fans will know at least the name and remember their good memories.

I am married and have three children, two daughters who are 13 and 8 years old and the last one, the pride of his father, a little boy who just became one year old.

I started my career with Eurocontrol in Luxembourg in February 1991 as ab-initio 14. Following the ab-initio training, I qualified in Brussels sectors where I am now Training Officer in team B3.

Why did I join Egats?

Well, the senior of my team, Rob VAN ZUTPHEN, being already member of the Egats Executive Board, and me, we had discussion about the function and the role of EGATS in our centre. It sounded very interesting and motivating already at that stage. I was finally convinced to join after several discussions with Max. I know him for quite some years now and very often we were discussing about his projects within the board. When he told me he was leaving and that he was looking for somebody to take over his projects, I did not hesitate and proposed myself as candidate.

So, here I am, trying to improve our profession like many others.

I hope you will appreciate the work that the new EGATS board is doing for you and I will do my best to contribute to this. I promise you that we are all putting a lot of effort in it.

Take care and don't hesitate to approach us with any constructive ideas.
Vince POTY



Hello everybody!

As you probably heard, I was elected on the Executive Board at this years AGM in March.

Already in March I had the possibility to attend the IFATCA conference in Hong-Kong. This gave me the great opportunity to receive an overview of our work within the confines of IFATCA, but even more so - I had the chance to talk to colleagues from all over the world as well as to my co-workers in EGATS, to get a deeper insight in the work affecting us within EUROCONTROL.

For the time being I will act as membership secretary for EGATS, - so for anyone having a question about their membership etc.:

Feel free to contact me!

I joined EUROCONTROL in June 1995 and am still living in my hometown Aachen.

Cornelia Klee



**In sad remembrance of the victims of
the Überlingen accident and our
colleague Peter Nielsen.**

EGATS & TUEM had a wreath with ribbons provided to the funeral of our colleague. Maastricht staff was represented by our Danish colleagues and the President of EGATS. An overwhelming delegation of European ATCOs attended the funeral service in Denmark.



THE 2004 EUROPEAN CONTROLLERS CUP LEUVEN

This year's European Controller's Cup was organised by Team Brussels and held in Leuven from the 24th of May until the 28th of May. For the team from Maastricht it began with most of us meeting on Monday afternoon outside MUAC for the short bus ride to the lovely Belgian city of Leuven, the home of Stella Artois! This year's squad of players consisted of lots of familiar faces plus a fresh crop of younger more athletic/talented players. As usual we took with us a small band of loyal supporters. Expectation amongst the team was high as for the past nine months or so we had been training on a weekly basis, and had also played a series of practice matches in the weeks leading up to the tournament. An uneventful journey to Leuven was still enjoyable, thanks once again to those who provided the "refreshments".

On arrival in Leuven, we managed to locate our hotel, following a small unscheduled tour of the city, no weren't lost, just a little unsure of where we were going. After checking into our rooms, double beds for all, mmm cosy, we gathered in the hotel bar with the rest of the group, who had travelled independently to Leuven, for a few "warm up" beers. We then made our way to the Welcome Party, which was held in a large hall in the centre of town. This gave us the chance to meet or reacquaint ourselves with the other teams and for Rob Parker to do his bit for Pan-European relations. The rest of the evening was spent in various bars, including the now famous or is that infamous "Bier Kelder", in and around Leuven's Oude Markt. Then we all had an early night as we were playing football the following morning!!

The Football side of things got under way on the Tuesday morning and our first game kicked off at 11:20 against Frankfurt. Cheered along by our supporters we managed a comfortable 2-0 win. Things had started well and so they continued for the rest of the day, with a goalless draw against Paris and wonderful result against last year's runners-up Corfu. If you haven't heard the Maastricht v Corfu result please ask Jim Telfer, he'll be more than willing to tell you, he's al-



ready told the entire population of Leuven! So, that evening we had an excuse - as if we needed one - to follow dinner again with a few beers.

Wednesday morning arrived with one or two of us nursing sore heads but we still managed a relatively easy win over Malmo to finish top of our group and qualify with the best 16 teams for the main competition, quite an unusual event for the Maastricht team! It looked as if all the training that we had put in over the last nine months or so was really paying off. Unfortunately this is where things on the pitch began to slide and over the next few days we managed to loose games against Lisbon and Canarias, and penalty shoot-outs against Corfu and Zurich.





So in the end we finished a creditable if not somewhat disappointing 16th. We have our sights set on a better position next year!

As is usual at the ECC, during the week, our evenings were spent enjoying the restaurants and pubs of the host city. If you've never been to Leuven then find time to go, it is an excellent city for a night out.

The week came to a close with the Farewell party, which was held in a large conference/exhibition hall on the edge of Leuven. The entertainment consisted of a buffet style dinner, followed by the usual speeches, the presentation of the cups and live music until 5am. An



excellent evening of eating, drinking and dancing was enjoyed by everyone. The only down side was that this year Henrik Spets managed to keep his trousers on throughout the entire evening. At the end of the night most people made their way back into Leuven for one final trip to the "Bier Kelder".

Saturday morning we congregated in the Hotel lobby to say our goodbyes and to make our way home.



A few of us were suffering from hangers, but then again after a week of sleep deprivation and hangers, nobody really cared. This years ECC had been a great success, with excellent weather, the Maastricht team finishing in good overall position, lots of fun, lots of team spirit and just enough Stella to keep everyone happy.

At this point I would like to thank everyone who gave their support to the team during the week. Not just those who were with the team for the whole week but also to those that gave up their time to come down to Leuven for the day to cheer on the Maastricht team. I know the players really appreciated it. I would also like to thank a few other people for all the effort they have put into the Maastricht Team, not just during the tournament but also during the last twelve months. Namely Craig Howell for captaining the team, Chris Geelen and Marco Kuelgen for all the administration and Eric Ong for coaching the team. Cheers guys.

Finally a big thank you Team Brussels for organising the event and to the people of Leuven for hosting - or should I say tolerating - it.

Next year's tournament will be organised by Team Moscow and will take place in Turkey. More information will follow soon.

See you all in Antalya.



EGATS PHOTO COMPETITION



EGATS is pleased to announce its very first photo competition which will be open to all Maastricht UAC staff.

The rules for the competition are very simple but will be strictly adhered to.

The competition subject will be found on the entry form.

Photos may be submitted in any format, i.e. slides, prints or digital, but must be in colour - black and white submissions will be discarded. Digital entries should be submitted on CD or diskette as TIF or JPG files. For non-digital entries all size formats will be accepted, e.g. 35mm, 645, 6x7 etc., but, in either case, each entrant may only submit a maximum of three entries.

Entries should include as many details as possible e.g. camera/lens used, exposure details, location, date and time of day etc.

The competition organisers reserve the right to submit entries to the competition, but will not be considered for prizes.

Prizes will take the form of photographic gift vouchers which will be awarded to first, second and third places.

All entries must be received by October 1, 2004, and finally, the judges decisions will be final.

Free entry forms may be obtained by emailing Paul Hooper at pauljay@home.nl

GOOD LUCK!!



Conditions/Rules:



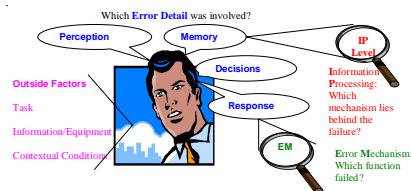
I should like to submit entries for the EGATS photo competition and agree to abide by the following conditions:

- The competition is open to all Eurocontrol employees at the Maastricht UAC and their direct family members.
- The competition subject is **water**, which may be photographed in any environment, e.g. sea, river, pond, bathtub, kitchen sink, etc.
- Photos may be submitted in any format, i.e. slides, prints or digital, but must be in colour - black and white submissions will be discarded
- Digital entries should be submitted on CD or diskette as TIF or JPG files
- Photos may be submitted in any size format, e.g. 35mm, 645, 6x7 etc.
- All photos will have been taken during the year 2004.
- Each entrant may submit a maximum of three entries
- Entries should include as many details as possible e.g. camera/lens used, exposure details, location, date and time of day etc
- Prizes will take the form of photo shop gift vouchers to the value of EUR.250 (1st), EUR.125 (2nd), EUR.75 (3rd).
- The competition organisers reserve the right to submit entries to the competition, but will not be considered for prizes.
- All entries must be received by October 1, 2004.
- The judges decisions will be final.

Please copy and return this entry form, with your name, date and signature applied, to Paul Hooper at locker number 157.

RISC Group - An update

by Keith Cartmale



Whilst everyone recognises the high professional standards of our operations, air traffic incidents can unfortunately still occur. These are analysed by Incident Investigations, with the sole aim of learning from the problem that occurred and to implement measures to avoid it happening again.

Over the last two years, as part of the developing safety management system, the Incident Investigation process has been supplemented with an additional but very important element. The RISC (Recommendations from Incidents and Safety Concerns) group has been set-up, with the following aims:

1. To conduct a human error analysis to identify the human information processing errors, and the contextual elements around each error;
2. To identify whether any systemic issues exist;
3. To make penetrating recommendations aimed at preventing reoccurrence, and monitor the implementation of such recommendations.

The RISC group members have been trained in the use of the HERA (Human Error in ATM) technique. This technique has been developed by the Human factors group in HQ, and is designed to establish the type of error or violation that has been made, then verify the error details, error mechanisms and information processing levels, contextual conditions, and appropriate remedial actions.

Having identified the error type (e.g. timing of action, selection of action) and the error detail (e.g. Perception and Vigilance, Planning and Decision Making), diagrams guide the users to possible error mechanisms (e.g. Mis-perception of information) and the information processing error (e.g. visual/sound confusion). Finally contextual conditions provide more detail on circumstances that have - directly or indirectly - contributed to the incident. The technique ensures consistent results from the investigation of incidents.

The group meets every month to review the most recent occurrences, and takes back the recommendation made to their respective domains for implementation. To close the loop, the RISC group keeps track of the recommendations and the implementation status of each one.

The group consists of the Safety Manager (Keith Cartmale), the Incident Investigation team (Philip Marien & Dieter Höyng), Operational experts (Scott Stephens, Sarah Marsden, Steve Mention, Inge Vander Eyken) from the different sector groups, representatives from Current Operations (Luc Staudt), the Training section (Paul Fleming) and System Implementation (Kris Vermeiren/Chris Adams). A Hu-

man Factor expert from HQ (Dominique van Damme) also regularly attends. If the need for additional expertise is required, the group can invite specialists from other fields.

As an example of the positive benefits of the RISC group, a systemic issue has been identified as a contributor to 12 of the incidents reported in the last 18 months. The following is an extract from the EEC news report (written by Barry Kirwan & Tony Joyce), about the co-operation between Maastricht and EEC Bretigny to understand more about why these incidents were occurring, and how we can prevent them.

A little over a year ago the Maastricht Upper Airspace Centre's (MUAC) Safety Manager (Keith Cartmale) and principal Maastricht incident investigator (Philip Marien) came to Bretigny to discuss a number of items with the Safety Research Team. One was a recurrent incident that had occurred some seven times in a few MUAC sectors. The characteristics of the incident were that a controller dealt with an aircraft (a/c) in his or her sector, such that it was still in the sector but effectively 'finished with' and prepared for the next sector. Then the controller proceeded to deal with the other aircraft in the sector. This first aircraft was 'dimmed' in brightness at this point, although it was still in the controller's sector, and still his or her responsibility. Shortly afterwards, there would be a loss of separation incident between the 'dimmed' a/c and one or two 'active' a/c in the sector. It seemed that potentially the dimming of the aircraft, an aspect of the interface meant to reduce workload and clutter (by helping the controller focus on other a/c) was unwittingly contributing to losses of separation.

There were other factors in the incidents, but the brightness factor was prominent. At the time, MUAC was in the process of transitioning to its new interface. This new interface would have different characteristics - a/c 'finished with' would not be dimmed, but would change in colour. Given that this change was imminent, it seemed wise to simply monitor the situation to see if the incidents went away. They did, for a while. But then they started again.

We then visited Maastricht in late Spring, and interviewed seven of the controllers who had experienced these incidents, which were now in double figures. What was interesting from a psychological point of view, was that the controllers were indeed surprised by the incidents - it was not simply a case of 'Oh no, I'd forgotten about that one!' as one might expect. Rather, it seemed as if the a/c had indeed been 'deleted' from what we call the working memory (also known as situation awareness; or 'the picture') in the controller's mind, and never entered the more long term storage system we call long term memory.

This suggested that it was more than simply a matter of the interface leading the controllers astray. Additionally, this pattern of incidents was only occurring in a few specific sectors of MUAC airspace.

The problem appeared to be due to several factors. The first was workload, which was a function of the airspace design and the traffic flows in those sectors, and the working practices of the controllers. Maastricht controllers are considered as some of the best in Europe, and they have this reputation because they generally give a very good service to aircraft flying through their airspace. This means that if pilots request certain flight levels that are more economical, they usually get those flight levels. But this means that in certain sectors there is a good deal of vertical movement, in relatively (laterally) constrained corridors. This increases the workload and requires more effort to maintain situation awareness. Additionally, as a function of airspace design and the traffic flows, and the complexity of some of the sectors, the aircraft are sometimes dealt with and effectively finished with some time before they exit the sector. This means that these a/c will change colour (to a less salient colour) while some minutes remain before another controller takes charge of them in his or her sector. In fact at least one controller who had experienced one of these incidents had changed their working practice so that aircraft would be finished with much later.

During a presentation in July to some of the senior management at MUAC, it was agreed that colour coding did nevertheless reinforce, or support, the 'losing' of a/c from situation awareness in certain sectors and traffic loads. MUAC is therefore currently exploring alternative colour and other coding approaches, so that the aircraft that are finished with nonetheless remain salient. Additionally, MUAC have improved the working of their Short Term Conflict Alert (STCA) system to give controllers more warning before separation is lost, especially in the vertical dimension. There is probably going to be some TRM (Team Resource Management) type training on this incident pattern, and MUAC will themselves release an internal bulletin on the nature of the incident pattern. There will also likely be some focus groups to explore how best working practices can avoid its recurrence.

A change to the HMI is due to be delivered by engineering in June 2004 to resolve this issue, and we certainly hope it will deliver the expected safety benefits.

If you would like to know more about the RISC group, or the Incident investigation process, feel free to contact Keith Cartmale or Philip Marien.

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GLEN'S ALL STARS RUN "20 KM DOOR BRUSSEL"
30TH MAY 2004
* IN MEMORY OF GLEN RALSTON *

**We've done it!
What a great feeling, what an achievement!**

It all started with a silly idea, fueled by a few bottles of wine on Carol Mahon's terrace last summer. We thought it would be nice to set ourselves a real challenge, to do something extraordinary to channel those feelings of loss that Glen's death had left us to cope with. Running the 20 km through Brussels – a yearly event in May – seemed like a very suitable goal: well beyond our capabilities, but plenty of time to train for it. That's how it all started ...

After a first few careful attempts to run longer than 20 minutes, we became slightly euphoric about the whole idea and decided we might as well try to collect some sponsorship for charity to boost our motivation. A choice was quickly made: The Ramon Brugada Sr. Foundation.

After all, everything pointed in the direction that Glen's sudden death had been a consequence of Brugada Syndrome, a rare cardiac disease which none of us had ever heard of. Perhaps we could raise some awareness and collect money for the foundation. This would then assist their work towards early detection and prevention, further research into the genetics of the syndrome and improving general awareness amongst the medical community and patients alike about the warning symptoms of sudden cardiac death.

Now, how would we do this?

Both Carol and myself were happy enough to run the 20 km, but neither of us felt inclined to deal with the money



matters. A couple of months later, a heated discussion in a café downtown Pisco (Peru) brought the solution. Claudia d'Amico had expressed great ideas about promoting our challenge and looking for sponsorship on an international scale. We suddenly knew we had found ourselves the perfect "financial manager" for this event!

Early 2004 Carol, Claudia and myself met several times to work out a master plan. Since we could do with some moral support and because we knew that some super-fit friends and colleagues of Glen would not want to miss out on such an opportunity, we decided to form a team. This team would run under the name "Glen's All Stars". The response was overwhelming and in the end a group of 42 runners committed themselves to run the "20Km door Brussel". Friends, colleagues, relatives, and university pals ... they all wanted to suffer for a good cause. Even our financial manager got inspired and eventually decided to buy herself some running gear to give it a try!

In the meantime an account was opened and emails were distributed on a large scale throughout Eurocontrol and far beyond, explaining our challenge and requesting sponsorship in aid of the 'Ramon Brugada Sr. Foundation'. Dr. Brugada himself was also contacted. He of course warmly welcomed our initiative and offered to post it on the official Brugada web-site (www.brugada.org).

Claudia kept the team motivated with regular updates on the state of the bank account and some cheerful pep talk. She, rightly so, assumed that Glen would be having a good laugh at us, sweating away at trying to improve our running distance! But he would have loved all the attention and effort too! That's what kept us going...





Sponsored by EGATS!
1000,- Euro for the BRUGADA
Foundation.



As the 30th May was approaching rapidly, the physical training was taking its toll. A few team members had to cancel their commitment due to injuries – yes, most of them with valid doctor's note! Some unfortunately could not make it due to changes in the work situation, but the vast majority was able to stick to their commitment and made it to Brussels.

A few of us arrived in Brussels the night before the run, to inspect the start and finish area. We searched for and then ate the biggest portion of pasta we could find, followed by ... an early night.

The next day the whole team gathered in the hotel lobby. A mass of bright yellow t-shirts - 30 runners and lots of supporters - was getting ready for the ultimate achievement. The weather was overcast and there was some heavy rain, but the temperature was fine for running.

25,000 people registered for this year's "20km door Brussel" and "Glen's All Stars" were right there amongst them dressed in those bright yellow T-shirts promoting awareness of Brugada Syndrome.

The great news is that we all finished the race and everyone was still able to walk afterwards. And let us assure you that it was not an easy run: plenty of challenging kilometres uphill! The best finishing time was achieved by Andree Leermann: 1 hr 46minutes. The rest of the team did very well with many finishing around the 2hr mark. Individual finishing times can be checked on the official web-site www.sibp.be/20km.

We feel extremely happy about having pushed our own limits, but also about experiencing so many warm feelings towards our challenge, about all those beautiful memories of Glen and last but not least about the money we have collected until now!

We have raised a total of €12,300 so far and with the pledges still to come we hope to reach €15,000!

We are absolutely delighted to have raised such an incredible amount of money for the Ramon Brugada Sr. Foundation and our sincere thanks go to all of you, our sponsors, for your generosity.

Thanks to you, we really feel that we have made a difference. Many more people have now heard about Brugada Syndrome and this

awareness is the first step towards prevention.

If you feel you would still like to contribute, please don't hesitate. The account will be kept open for a few more weeks. Every little bit helps!

Details of the account are:

Name: C. D. Amico

Bank: ABN-AMRO Bank

City: Maastricht

Acc. Nr: 56.40.69.949

International transfers:

BIC: ABNANL2A

IBAN: NL79ABNA0564069949

We are now in the process of collecting all photographic evidence of the day and will post it on the Internet, as soon as possible, for your amusement! Any of the runners will soon be able to let you know where to find it.

Finally, to the runners - Claudia, Carol, Paul, Alan, Gidon, Trevor, Dicky, Steven, Ann, Danny, Stijn, Sven, Maurice, Andree, Nicky, Paul, Rob, Daan, Robert, Jasper, Michael, Marc, Anette, Chris, James, Reinhard, Peter, Charlotte, Rob and myself – I would like to say: **WELL DONE BOYS AND GIRLS!!!**

Thanks again for all the hard work and making this event a wonderful experience.

The Half Marathon of Amsterdam in October next?



Inge Vander Eyken

Update on the Space Management Project



Dear members and colleagues, following Max's article on the Space Management Program (SMP) in the last issue of "OUTPUT", I have the pleasure to announce you that things are moving and to inform you about the young history of our program.

The first step following that article was the production by EGATS of a document on the first actions to be taken within the SMP. This document was titled "First proposals for direct changes" or "Quick wins" and was presenting first actions to be taken in the short term in order to solve or improve certain situations considered as poor and in certain cases unacceptable by staff. It can be seen as a first priority list within an overall program for Maastricht UAC.

The "Quick wins" document has been endorsed by the head of OPS showing the interest of our management in this program.

The aim of this program is to offer the staff of Maastricht UAC an agreeable working, development, rest and recreational environment.

A few weeks ago, following our document, we were invited to a meeting with FMS (Facility Management Section) represented by Johan DEROVER, CSV represented by Heinz-Jose VON BIRGELEN and LCPP (Local Advisor for Prevention and Protection at work), Peter HANSSEN...Yes, all those abbreviations are actually represented by persons who are a bit too often unknown to the OPS division. Putting a name to all those austere abbreviations will, we hope, humanize slowly our centre. We were happy to see that all the persons we met were enthusiastic and very interested in helping us.

The aim of the meeting was the prioritisation of the different requests and finding the right person responsible for each of our request. The range of our requests being quite wide, several sections are involved in this program.

It is therefore important to assign the responsibility for each action that has to be taken to the correct section.

The first request that will be tackled is the quality of the air in the two smoking rooms. A technical solution has been found already for a reasonable budget. A ventilation device will be mounted in the glazing. This solution is relatively cheap and removable meaning that if those smoking rooms are displaced the installation can be shifted as well.

As you will all agree, the quality of the dormitories in the basement is unacceptable. An urgent improvement is necessary.

- The actual beds and mattresses will be change for new beds and orthopaedic mattresses in a close future. The doctor and EGATS will be involved in the choice of that new furniture.

- The quality of the air and the heating system will be looked at as well. Some technical solutions are being investigated:

- A humidifier shall be installed to avoid the dry air-conditioned syndrome.

- A ceiling unit with individual thermostat to improve the heating system.

- The sound proofing seems to be a more difficult topic. The partition walls are quite efficient but apparently, the sound is diffused above those walls and there is no simple solution for the sound proofing of the ceiling. The dormitories should be completely rebuilt to solve that problem. Since the dormitories might be relocated at a more decent location with the new building extension, this topic is in a stand-by phase.

As an intermediate solution due to the lack of dormitories, we have to use other rooms as sleeping rooms. Those rooms don't have the basic functions of dormitories and therefore are not properly equipped.

Some actions have to be taken:

- The couches used as beds should be refurbished taking as an example the couch used by the Centre Supervisor. This can be done during day time, having no influence on the sleeping capacity of the centre.

- Curtains should be installed to protect those rooms from the outside and inside lighting.

- A system should be installed to allow staff to lock the room from the inside.



Controller facilities @ "The centre of excellence"

The actual rest room is at the present well furnished but the TV set, own by EGATS for more than ten years, is getting old and tired.

A new wide screen TV with a DVD player should be installed.

More and more the electronic messages are used in our centre and we are sure you were confronted already with the case were you had to look for an available PC, if there was any available, in all the corners of the centre. We have proposed to increase the number of PC and to group a maximum of those PC in a same area, probably the third floor, to avoid having to spend too much time searching for a PC.

We all know that the basement is not a suitable place to locate the billiard and the fitness room but unfortunately due to space restriction, there are no other solutions before the new building extension. However, we made some suggestions to improve the quality of those two rooms:

- The billiard cloth should be replaced.
- The billiard room should be more welcoming: Warmer colours, cosy furniture,...
- An electronic dart board should be installed especially for our English colleagues who are big fans of that activity.
- New equipment should be installed in the fitness room. A paper will be available in the fitness room where you can tell us the kind of equipment you wish to see installed in that room.

More areas are being investigated at the moment: parking space, room numbering in the centre, international newspapers....



The new extension should be ready by the end of 2005 if everything is going as it should go. Meanwhile we are making plans on how should be used the space that should become available for rest and recreational activities. Since the available space will not be unlimited, we probably will have to make choices. Be sure you will be asked your opinion when that time will come.

We hope you are all interested in this program and that you appreciate the work EGATS is doing for you. If you have any suggestion, feel free to let us know. We are always ready for new ideas and we will do our best to integrate your proposals in the program. It is in the interest of all of us to improve the quality of our centre.

We will inform you regularly with updates on the program...See you soon...

Vince POTY



Flight Safety Seminar Arlanda/Sweden 11th–13th March 2004



Departure time 10:20hrs. Thursday morning 09:00hrs – only one hour and twenty minutes until departure and only 15km to the airport. What is the problem one could ask, but we're talking not just about an airport – No!– Brussels International Airport Zaventem. Rush-hour. Ten thousands of people frantically trying to reach their offices in time. "Shall I call that I will not make it." All roads blocked, several accidents and I am in-between all these people and have to catch a flight. Departure time 10:20hrs.

20 minutes later, I managed to park the car, get the shuttle rushing to the terminal. On the way to the gate, I manage to drop in to the "travel-value" store, as they are called nowadays, quickly pick some Martini (bianco) and a few beers (going to Sweden! Expensive!) and run further, just to find out that they almost finished boarding. Just in time delivery – "gate to gate concept" goes through my mind as I sink into the SAS MD90s worn out seats and enjoy some cool air from the air-condition.

Heading north – to SATCAs Flight Safety Seminar 2004 – the 4th time this year that SATCA – The SWEDISH AIR TRAFFIC CONTROLLERS ASSOCIATION is organizing this annual seminar. I am invited to write about this and to also give a short presentation on the Maastricht CART – Competency and Refresher Training program.

I am curious about what I will experience there. Together with a colleague from Denmark, we will be the only strangers in this seminar – even worse – I am the only non-nordic there. We shall see.

After pick up at the airport (nicely arranged by the organizing committee) and check in at the hotel, I make my way to the conference venue at the Arlanda-Stad-

Hotel, accompanied by my Danish colleague Hanne. And then I am surrounded by Swedish people talking incredibly fast and in loads of different dialects (I've been told – 'cause I wouldn't be able to tell.). I understand next to nothing. Following some translations by Hanne – by the way a big THANK YOU! to Hanne for this - I slowly get into it and can understand some bits of what is going on.



First point on the seminar is dealing with the problems of VFR pilots and controllers versus their operations in controlled airspace. The topic is led by Karin Normark/Novair, Carl-Erik Nilsson/ASD and Maria Nilsson/ATCO @ ESNS. In general the co-operation between pilots and controllers seems to be good. The airport of Västerås is mentioned as a positive example. Difficulties arose in the past due different attitudes rather than a lack of resources.

The seminar therefore is the right forum for the ongoing discussions about this. We conclude this first day with a common dinner which gives plenty of possibilities to discuss and to improve my understanding of the Swedish language.

First item on the second day is "Hot and High". The problems pilots are encountering with stabilized approach and go-around procedures, which seem to be far from ideal at Stockholm-Arlanda.

Werner Schubert, SAS Airbus Chiefpilot in





cooperation with Tomas Krave/SAS and Mats Ofverstedt/Malmö Aviation give detailed information about the actual crew problems. An aircraft should be in a stabilized state at about 1000ft – latest at 500ft runway height – should that not be the case a go-around has to be initiated. A further delay of the decision will ultimately lead to problems.

There is also a question of proper CRM (Crew Resource Management) and the involvement of the ATCO. What are the controllers responsibilities? As an illustration we are watching a computer-simulation of an incident which occurred at Oslo, where the ILS glidepath was intercepted from the above, following a late configuration of the aircraft. A non-expected change of runway in conjunction with a 40kts. tailwind situation



ended up in a Yoyo-flight with an attitude change from +20° to -50° to +38° pitch angle (the forces encountered by the airframe ranged from - 0.1 to +3.6 g). A go-around had to be initiated and the aircraft landed safely on second attempt. Once again this showed how important the communication between control staff and pilots is in order to understand the other sides problems. In the case of ESSA the wish for a change of procedures with regards to go-arounds is forwarded to the Flight Safety Committee to take care of for their future work-program. A workshop on this subject and the use of correct phraseology rounds up this item.

After a refreshing Swedish lunch we continue with Sven Ternov/Human factors experts and Johan Lundström/CRM instructor of Skyways to talk about “complacency”. We learn that there are two sides of complacency. The managerial and the technical complacency – the latter being the one which affects us more in our technical world. Technical complacency

stands for the rely on technical equipment and thus following slow on mistakes and flaws made, with other words not being alert and not questioning the decisions made - sometimes in blind belief (automatism). Complacency is a virus that slowly creeps in our work and it increases potentially. But there is also a hazard with reassuring yourself to the extend of being not able anymore to make the correct decision or taking a decision at all. It is like crossing a street without looking for the lights or looking at the lights and turning your head 3 times left and right for eventual traffic to come up and finally crossing the street full of fear. There has to be a proper balance. Johan illustrates complacency by playing a video simulation of the Flying Tigers crash in Kula Lumpur. The crew read back the clearance: “Descend 2400ft” and descended to (2!) 400ft. As the GPWS alarms them, they do not react in blind trust in their correctly put in altitude.

A truly interesting subject where one can find valid food for thought in every ATC centre and cockpit around the world.

ESARR 5 and their implications for our work with regards to proficiency checks for ATCO's is the next subject in line.



Hanne Vedstad-Hansen/Head of Training TWR/APP for EKCH @ NAVIAIR/DK and myself will illustrate how we have been dealing with the subject in Denmark and Maastricht. Hanne begins with an extensive presentation on the Danish system. Contrary to us in Maastricht, they started their work already in the late 1980ies by asking themselves: Are we/Is the controller next to me competent? – with the answer: Sorry, but we cannot assure you!



To achieve maximum acceptance from the control staff, a system of continuous training had to be developed. It started up in the early 1990ies with a theoretical test based on a database of questions, which is continuously updated and revised.

A practical test oriented along the SAS line checks followed shortly after. Peer selection of staff and subsequent training of qualified selected personnel are corner stones of a nowadays functioning and accepted system. A fall-back system for those not declared competent as well as sufficiently planned time scheme are other important issues. These points I also raise in my presentation about the Maastricht CART program. Having been closely working together with Denmark's NAVIAIR and NATS of the UK, who were, at the stage of the initialization of our working-group, the only neighboring ATS providers having a similar system in force, we took "the best fitting" of both systems for the Maastricht CART program. Different to NAVIAIR, Maastricht decided to go for a continuous monitoring system whereas they decided, also due to the smaller regional airports, where the system has to be working as well, to have dedicated check-outs. Whatever system is chosen to be the right one – it has to comply with the ESARR 5 requirements and to be accepted and carried by the staff to be successful. A very nice dinner and get-together afterwards in the hotel bar rounds up this eventful day. The next morning starts with "Abort Take-off" – Do we have the right unambiguous phraseology and is it been used correctly? Karin Anghus/SATCA and Tomas Krave/SAS ask this question and try to find answers in EUROCONTROL documentation.



Mats Lüddeckens/ATCO @ ESMM presents the "new" EUROCAT 2000 system awaiting its implementation in Malmö. Other than a pure upper ACC system like the Maastricht one, it also has to cater for holding traffic by providing a stack manager window and a sequencing tool for Kastrup.

The subject of Clearance-delivery at gate is presented by Per-Olof Persson/ATCO @ ESPA. EUROCONTROL's program foresees an earlier clearance delivery in an European action plan to reduce the hazard of runway incursions due to crew distraction during taxi. This again brings up problems with the national AIP's as they allow pilots to take up to 15 minutes between requesting start-up – thus being ready for clearance delivery – and actually starting up the engines.

There is a need for a uniform application in Europe.

A final question and answer session gives the possibility to review the program and to forward criticism and applause to the organizing crew around Karin Anghus and Karin Normark.



Following the Flight Safety Seminar 2004 I am invited to observe the Annual General Meeting of SATCA – the Swedish ATC Association.

But although they try to attract staff by inviting them for an evening out with dinner, drinks and a funny game-show, the participation is as limited as with us. Is this a general tendency that today's ATCO's do not wish to actively participate in their associations work?

I would like to conclude my report by thanking the organizing committee and especially my dear friend Karin Anghus for a very professional meeting, a splendid organization and the warm welcome, that I – as a stranger to the Nordic region – received during my stay. Your hospitality was a great experience!

Patrik Peters
EGATS President



BTW: Arriving back home on Sunday 14th March – the traffic was way less! And I hope Karin – you enjoyed the Martini!

Nevertheless I am enjoying myself during this nice after seminar-party and successfully participate in the quiz-show. This remarkable event which reaches its peak by having to swap clothes with a female colleague will for the next years make everybody at the Swedish association grin at me, when I attempt to defend the "golden strip-bay" won at the occasion.

"Det blir aldrig en förändring utan ett engagemang från varje enskild individ."

There will never be a change without the commitment of every single individual.

IFATCA Regional Conference Bucharest 22nd -24th October 2004

And again - should you wish to join us once for an IFATCA conference, please forward your details to ifatca@egats.org (deadline 15.09.2004) and you can participate in our 2004 IFATCA Regional Meeting draw.

Costs will be carried by EGATS.





2004 IFATCA International Conference

Twenty degrees, cloudy skies, high humidity, the smell of asian food and an incredible noise

level - this is the first impression we got from Hong Kong when we arrived for the 2004 International IFATCA Conference.

This conference - one of two big international events for EGATS - is the link to our colleagues and friends abroad. Here we can compare, discuss and inform about achievements, shortcomings, problems and experiences we make in our associations with our national air navigation service providers, our management, the airline industry and our works as such.

I would like to thank EUROCONTROL and in person Mr. Victor Aguado and Mr. Karl-Heinz Kloos for their continued support.

We once again were granted missions for our participation. Similar to last year we shared the expenses and could therefore guarantee a continued good work at conference with a comfortable number of delegates.



Political Facts:

Occupied by the UK in 1841, Hong Kong was formally ceded by China the following year; various adjacent lands were added later in the 19th century. Pursuant to an agreement signed by China and the UK on 19 December 1984, Hong Kong became the Hong Kong Special Administrative Region (SAR) of China on 1 July 1997. In this agreement, China has promised that, under its "one country, two systems" formula, China's socialist economic system will not be imposed on Hong Kong and that Hong Kong will enjoy a high degree of autonomy in all matters except foreign and defense affairs for the next 50 years.

Geographical Facts:

Hong Kong is situated on the southeastern coast of China and spreads out over 1,100 square kilometres (425 square miles).

The main areas are Hong Kong Island, Kowloon Peninsula and the New Territories. Hong Kong Island lies just south of Kowloon and the two are separated by Victoria Harbour. The New Territories lie north of Kowloon and run up to the boundary with mainland China.

As well as making up the bulk of Hong Kong's land mass, the New Territories also include more than 260 outlying islands.

Hong Kong was a collection of fishing villages when claimed as a crown colony by Britain in 1841. At that time it was described as a "barren rock", much to the amusement of today's property barons.

More than 70 per cent of Hong Kong's total area is rural, including about 40 per cent designated as protected country parks. This means Hong Kong has one of the world's highest ratios of designated parkland.



Participants:

Patrik Peters - Committee A
Philippe Domogala - Committee B
Robert Van Zutphen - Committee C
Ive Van Weddingen - "Newcomer"

Cornelia Klee & Raff Vigorita
- participants on own interest & expense

Elections at conference:

Marc Baumgartner, President and CEO
Douglas Churchill, Executive Vice-President Professional
Nicolas Lyrakides, Executive Vice-President Europe
Juan Perez Mafla, Executive Vice-President Americas
Dale Wright, Executive Vice-President Finance



Opening Ceremony

of the CONTROLLER magazine is worth mentioning. The Executive Board will still be in charge of the administration, the budget and content of the magazine, but design and production have been outsourced.

Furthermore various amendments to existing papers were carried, reports of the IFATCA officers for the past year were heard and accepted, the budget for the coming

Committee A - Administration

by Patrik Peters

Shazzard Mohammed - a colleague controller from Trinidad & Tobago - shared the sessions of committee A once again. Experience and a sound knowledge of procedures are vital to deal with the at times rather "dry" subject of administration, constitution & by-laws. In this committee we decide on applications for membership, we set budgets and organize public relations. We hold elections of IFATCA officers and approve future conference venues.

The air traffic controllers association of Moldova was this year's only applicant for membership.

Due to financial intervention of some member associations - amongst those also EGATS, who paid the outstanding fees for Guatemala, no association had to fear termination of membership. This is very important to those countries as their level of income is unimaginably low and a proper representation and protection of our colleagues highly important. To ease the understanding of who is doing what, it was decided to change the naming of the existing standing committees SC1, 3, 4 and 6.

- SC1 Technical & Operations Committee
- SC3 Finance Committee
- SC4 Professional & Legal Committee
- SC6 Constitution & Administration Committee

The finance committee reviewed the respective sections of the IFATCA manual and proposed a new categorization of member associations according to the United Nations Human Development Report.

Amongst the many work items of the constitution and administration committee, the alignment of the Manual with regards to the new contractor McMillan-Scott as producer

Committee A



year was discussed and accepted and elections were held. Following these - we announce Melbourne as being the venue for the 2005 Annual Conference and Kaohsiung/Taiwan for 2006. Offers to host for coming years came from Turkey - Istanbul for 2007 and Germany - Munich as well as Tanzania - Arusha for 2008.

Shaken by the outbreak of SARS in early 2003, IFATCA decided to create a contingency plan for the IFATCA conference. This plan foresees that The Netherlands in cooperation with EGATS will host a conference at a smaller scale in case of such an emergency.

One heavily discussed working paper which I would like to mention here, was the one forwarded by the Nordic region, proposing a re-structurisation of the European region. Due to the drastically increasing workload in this busy region it was envisaged to split up the work - more formally than now -



Mr. President @ work



into different functions and amongst several individuals. After some lengthy discussions, where no consensus could be reached, we decided to place the item onto the work program of the finance and constitution committees. Subsequent to this discussion, the EVP Europe Nicolas Lyrakides asked to create several teams to deal with the SES - Single European Sky Initiative of the EC during the European Regional Meeting held in Hong-Kong on the last day.



Committee B - Technical

by Philippe Domogala

This year **Committee B** concentrated its work on safety related issues resulting from the Ueberlingen collision.

In particular TCAS related problems were debated in depth.

Eurocontrol made 2 interventions and an extensive presentation on the recent simulation held in Bretigny on the **Downlinking of TCAS RAs**. Human factor issues related to the down linking of RAs were discussed from both the controller and the pilot point of view.

The most interesting facts are that current studies show that 1/3 of the RAs are not reported by pilots, and that 47% of RAs were in fact erroneous ones. We were warned that with down linked RAs controllers would therefore see between 3 and 6 times more RAs that they actually are aware presently by pilot's reports.

A questionnaire on the Eurocontrol web site is asking controllers worldwide to tell their opinion about TCAS down link. They urge all controllers to participate. You can visit the page at www.eurocontrol.int/ra-downlink/ and we would recommend you to reply.

IFATCA recommends clear and unambiguous controller legal responsibilities need to be put in place before such downlinks are implemented. We also were not sure that all ATC systems are able to receive, process and display the Ras to the appropriate working positions. The compatibility between ground based safety nets (e.g. STCA) and TCAS still have to be assured and the number of nuisance alerts evaluated before we can implement such a feature.

Another paper, accepted as guidance material, reminded controller that when confronted with issuing a collision avoiding instruction in a radar environment - just before TCAS eventually triggers - lateral maneuvers (i.e. headings) might be favored as such instruction will complement instead of contradict eventual RAs.

A policy was passed on system defenses during planned system degradation (an issue in the Ueberlingen collision). According to IFATCA we should now insist that when ATC systems are voluntary degraded (e.g. for new level or training), for each case a risk assessment is made, appropriate mitigation carried out and sufficient staffing is available

Philippe receiving the IFATCA award of merit for his extensive work for the federation:



during the planned outage to carry out that mitigation (e.g. extra staff on sectors to compensate for loss of STCA , ACTs etc...). We also received latest information from the President of IFATCA and Swiss controllers about the current aftermath of the **Ueberlingen collision** and the subsequent murder of the controller on duty that night. The suspect has partially admitted the murder (he admitted having had an argument with him at his home that day but says that he cannot remember what happened next.) so the judicial part can follow its way now.

The Report on the **Linate collision** of October 2001 (SAS MD87 and Citation in Milan) has also been published and one of its recommendations is the set up of a non-punitive incident reporting system, in order to learn from the previous incidents and implement safety measures as a result. Many of the shortcomings were technical and identified well before the day the collision occurred but were not acted upon.

The whole issue of **non-punitive reporting** (named «just culture reporting» now) was debated at length in the Professional Committee as well as ASMT issues. We had a joint session with that Committee to review a very interesting debate and paper on Safety enhancement. We controllers praise ourselves to put safety at the top of our list of duties when providing ATC, but are we really up to the challenge?

IFATCA seems to do more than certain institutions in some States, as most States seem to be only reacting on accidents(e.g. in Italy at the moment) rather than being proactive.

The whole report and the relevant working papers can be viewed on the IFATCA web site or by asking any of the EGATS EB members.

Cornelia, Ive & Robert



Committee C - Professional
by Robert Van Zutphen

It again was an interesting conference this year. There were some nice discussions and interesting subjects passed revue. With the consequence that our new board members Raf and Cornelia, and Ive (as observer), had hardly sufficient time to visit the two other Committees.

I don't go through all working papers but I want to mention some important subjects.

PRIVATIZATION AND COMMERCIALIZATION

Privatization and Commercialization in ATC is always an interesting subject. At the moment one ANSP (air navigation service provider) is making a profit. This is the Australian air services. They make a profit of \$17million.



Voting at final plenary

They reached this by increasing user fees and excessive demands on controllers. The Safety issue is here of great concern. Other privatized ATC organizations such as Nav Canada and Nats UK loose money and has to ask extra money from there governments.

PERFORMANCE REVIEW COMMISSION

In close liaison on the above the comparison between the USA and Europe was discussed by the Performance Review Commission (this is an Eurocontrol Body).



They stated that the average cost per flight hour was 62% higher in the European ACC sample than in an US sample and this can be broken down as follows;

- the ATCO hourly productivity is, on average, 29% higher in the US than in Europe... This difference arises principally from flexibility in the use of resources [e.g. fewer legal limitations in respect to working times , breaks etc.]
- employment costs of US ATCOs are some 41% higher than in Europe, which is compensated by higher working hours , resulting in similar employment costs per hour ...
- the support cost ratio is 34% higher in Europe. This is a major cause of the overall difference. Both labour and non-labour costs are consistently higher or equal in European centers.

Several underlying performance drivers could be identified and their influence quantified to some extent, namely social and cultural differences, traffic variability and adaptation through flexibility in the use of resources, and ATFM procedures" "reduction of the fragmentation of the European ATM system appears to be a necessary undertaking... in order to improve ATM performance"

SINGLE PERSON OPERATIONS (SPO)

Which brings us to an other subject of the SPO - Single Person Operations.

Since the mid-air collision over Uberlingen in July 2002 and the Tahiti incident in January 2003, where three Boeing 747's were saved by ACAS. One of the contributing elements, besides many others, was that Single Person Operations were in force.

Since the Uberlingen accident only three providers are known to have taken direct positive actions and stopped SPO these are Belgocontrol , Eurocontrol and Sky Guide.

To conclude if you want to read all the working papers and or have a look into them feel free to come to me or to one of my colleague board members and we make them available.



IFATCA International Conference in Melbourne/Australia 17th - 22nd April 2005

**More information
via**

www.ifatca2005.com

or

www.ifatca.org



Through the eyes of a "newcomer" ...



For those who don't know me, my name is Ive Van Weddingen, I'm a controller in the Brussels sectors in team 3. Like many of us, I'm a member of EGATS. And like most of us, I never used EGATS for much else than to get cheap flights all over the world. This year however I got an opportunity to sample a different aspect of EGATS. I was the lucky winner of the lottery for an all expenses paid trip to the 43rd IFATCA Annual Conference & technical Exhibition as an EGATS delegate. This conference was held in Hong Kong from 22 to 26 March 2004.

Having never attended any kind of conference before, I really had no idea what to expect when I left for Hong Kong on a rainy Friday afternoon. After a few stops (scheduled) I finally got there on Saturday evening, to find at least some better weather than in Holland. Sunday I had a bit of time to adapt to the time difference (+7 hours) and have a look around the city. Although now officially part of China, the influences of the Brits can still be seen all over the place. Double deck busses and trams dominate the streets, and all signs are thankfully in Chinese and English. In the evening I met the rest of the EGATS delegation: Philippe Domogala, Rob Van Zutphen, Cornelia Klee and Rafaele Vigorita. On Monday morning the actual conference started with speeches by some VIP's and a Chinese traditional Lion Dance performance. Also the final member of the delegation arrived: Patrik Peters

The actual work of the conference is done in 3 committees called A,B and C. Committee A works on "Constitution and Administrative Policy". Committee B on "Technical and Operational Policy" and C on "Professional and Legal Policy"

During the committee sessions different people from the Member Associations present the work they have been doing on a subject during the last year. These presentations are also available to read in the form of Working Papers. This comes in very handy when you start loosing track in all the acronyms and technical language. This year there were presentations on Free Flight, Privatisation, Co-operative separation and many more subjects.

On Wednesday evening a nice Chinese banquet was provided to take our minds of all the hard work and also as an opportunity to make some social contacts. As we all know sometimes much more is achieved over a nice cold beer in a bar than could ever be possible otherwise.

On Friday the work of the committees was done and some of us had the chance to visit the Hong Kong Tower and ACC on the new airport of Chek Lap Kok. As always it was very interesting to see colleagues at work, as well as to observe the movements on the apron from the tower. In the afternoon the conference concluded with the final plenary session and the closing ceremony. In the evening, the whole event finished with another splendid Chinese dinner.

After another day for some shopping I returned home from what I felt was a very interesting week.

I want to take this opportunity to thank EGATS once again for taking me along on this trip and I can recommend this to all of you who have never attended a conference and want to get a better feel of what EGATS actually does for us.



Robert, Ive & Raf relaxing with a beer



Consequences = Finding “scapegoats”?

A critical look into the Linate accident and jurisdiction as it stands.

You have all seen the IFATCA press release on the consequences of the Trial that followed the Milan Linate collision.

Long prison sentences for a fellow controller and to other airports officials. The message sent is clear: «Find scapegoats and punish them!» And apparently those judges are believing this is going to improve Safety in the future!

The message the Italian judiciary system sends to the air traffic controller community is in fact very simple: Follow the rules and keep a low profile when doing your job.

If you don't we will punish you heavily. How this is going to encourage controllers reporting their mistakes and other shortcomings is a mystery to me.

But without anyone reporting, then the system can never improve and we will have to wait for accidents and people losing their lives in order to learn something How terribly wrong!

Ironically, one of the main conclusions of the Eurocontrol led AGAS group , made in the aftermath of Linate and Ueberlingen, asked for the immediate implementation of a non-punitive incident reporting system.



The final legal chapter of Linate is in fact killing that very recommendation.

At the time of writing this article, we are in the middle of the Media circus concerning the Abuse of Prisoners by the US military in Iraq. I watched with great interest on television the questioning of the US Secretary of State for Defense, Mr. Donald Rumsfeld, by the US senators and congressmen.

This is a lesson of democracy for all of us. Where else in the world could you expect to see your leaders questioned in such a way, live on public television for the whole world to see on CNN?

What has this to do with Linate and ATC you might ask?

Well, Mr. Rumsfeld and the four or five top Pentagon Generals sitting beside him during those questionings, they all say that what happened in Iraq was due to a “lack of discipline” by a few individuals (6-7 at most) and that none of them top bosses knew anything about it, and that those 6 or 7 knew that what they were doing was wrong. They will be court martialled and heavily punished. Basically that will be the end of it.



By the time you read this, surely there will be more to that story, but bear with me one moment more.

The parallel to Linate is, that things were going on for very long and definitively known to a lot of people. It though did not reach the top decision level people or if it did reach them, those people at the top will most probably flatly deny it. Thus leaving the bottom people and possibly their immediate superiors alone - fully exposed to law.

Looking for scapegoats and punish them seems to be the best line of defense everywhere.

In ATC, all our publications are putting **safety first**. When asked publicly, everyone in ATC, managers and controllers alike are declaring that safety is indeed paramount in everything we do. So the general public and the judges that represent them tend to believe us. Yet in real life things are different.



In today's world there are such things as chronic staff shortages, equipment not installed, manuals not updated in time, long periods of system maintenance, repairs not done, repairs done but not declared 100% operational, procedures on "trial" for several years, people finding themselves alone on busy positions (just remember Zagreb, Ueberlingen, ...) - all these things we unfortunately see or have seen regularly in our OPS rooms.

We all expect our direct bosses to know and expect that our bosses are also aware, and often because we want to provide a service and sometimes perhaps we also want to please our superiors, we accept those shortcomings, expecting them to be temporary, but with time, you are already satisfied with accepting them, not realizing that you lower the standards dangerously.

Then the unthinkable occurs and you find yourself on the stand, everyone else denying to have known the real situation.
Linate, Iraq, - You see the parallel now?

Do not get me wrong, I do not excuse or accept what happened in those Iraqi prisons, This is disgusting, but the process those scapegoats are finding themselves in is similar to what happened in Linate.

Someone once said:
Outside boundaries there are no limits.
Meaning once you operate outside the rules, you define your own limits. Maybe you push

those limits away with time, without perhaps realizing it.

I have no easy quick solution to offer you, as our job is one of those that cannot be exercised inside a fixed set of rules. (When some of us decide to apply those rules to the letter, airlines call this an industrial action, and in some states this is also punishable by law.)

What I can offer you is the advice to know where the acceptable boundaries are, review them constantly and try to avoid that some day someone will say: "We had no idea this was going on."
Getting the job done in one thing, remaining out of the court is another.

Finding a way to report our errors in a non-punitive environment, a system praised and mandated in the AGAS report, is now seriously shaken and at risk.

Motivating young persons to join the profession, or existing controllers to remain in it, is probably another area that will not be helped by the mediatisation of the Linate trial.

These are some of the first consequences from Linate.

Philippe Domogala





Überlingen - A REVIEW!

The report of the German accident investigation board is published.

You can read it under: www.bfu-web.de

The basic facts were already known.

A quick recall:

During that night shift, a controller was alone on position controlling the complete Zurich airspace. He had a TU154 and a B757 on the radar screen, both overflying at FL360. The TU 154 was planned to be handed over at FL 350 to the next centre. He then received an unscheduled A320 inbound to Friedrichshafen (FH), which, because of maintenance on the main ATC system during that night, had to be worked from a separate console on a separate frequency.

The telephone system was on maintenance at the same time and the back up system was not programmed correctly. Because of the maintenance the visual Short Term Conflict Alert (STCA) system was out of service.

The A320 caused a very high workload and this, combined with telephone problems, diverted the attention of the controller.



The controller at first did not see the TU154 descending and repeated his clearance at time 21.35.03.

The TU crew responded they were expediting. They did not report having received an RA. Then the controller observed the Mode C of the TU154 descending while the B757 was still at FL360. He considered the problem as being solved (according to his own report). At that time the B757 had started to descend as well, - following the RA.

But the crew did not report it to the controller and because of the slow radar update rate it was not visible on the screen. Then the inbound A320 called twice on the other frequency requesting the controllers attention.



During one of the A320 calls, 23 seconds after having started to follow the RA, the B757 crew reported "TCAS descend". This occurred during an A320 transmission and was not heard by the controller (according to his report).

From time 21.35.21 until 21.35.43 there was continuous R/T exchange between the A320 and the controller.

The collision occurred at 21.35.32.

What is now on the final report and is worth meditating:

(Sentences or extracts of text directly from the BFU report.)

At time 21.34.49 the TU 154 was cleared to descent from FL360 to FL350 using the phrase "Expedite! I have crossing traffic!" The aircraft were 6 NM apart.

At the end of that transmission, TCAS in both airplanes activated an RA (21.34.56): CLIMB to the Tupolev and DESCEND to the Boeing.

Both pilots disengaged the autopilots, the B757 followed the RA and descended, but the TU 154 followed the controllers clearance and descended as well.

The ATC system has a radar renewal rate of 12 seconds.

«The controller was not fully aware of the extend of the technical changes and the restrictions that were taking place during the maintenance activity that night.»

«The controller-schedule meant that 2 controllers were on duty for the whole airspace for the whole night shift and had to arrange their breaks among themselves.



When working alone, the controller had to perform the task of Executive controller, Planning controller, Supervisor and partially that of System Manager for the entire combined IFR Room.»

At time 21.15 (20min. before the collision), when the traffic was low and predicted to remain low, the controller send his colleague for a break.

When the second controller retired - neither of the 2 controllers knew that an A 320 would approach Friedrichshafen.

«The unexpected approach of a delayed A320 in FH added to the workload . The controller noticed the imminent infringement of separation too late because he concentrated on this APP task , made more difficult due to the failure of the back up telephone system (e.g. connection to FH wrongly programmed).»

«Once the controller realized the problem it was already too late to alert his colleague and have him return from his break.»

At 21.34.42 (about 50sec. before collision) a TCAS TA "FRAFFIC" was issued to both aircraft. The pilots of the TU 154 (3 of them) were already looking for the traffic prior the TA as they were monitoring the TCAS display , so the TA did not come as a surprise.

When subsequently the controller issued the clearance to descend, they also were not surprised and followed it. At the same time the TU 154 TCAS issued an RA to climb, but the crew decided to continue to follow the controllers instruction.

The flight OPS regulations of the TU 154 operator and ICAO documents do not include directives as to which action the crew should take, in case of contradiction between an ATC clearance and an RA.

The B757 pilot was alone in the cockpit when the TA and RA were issued (at time 21. 34. 24. the FO went to the lavatory). He discovered the traffic through the TA. Subsequently he followed the RA "DESCEND" with the required rate displayed (1500 Ft/min). When the FO returned to the cockpit, the RA was in progress. He put his headset on and warned ATC, but mixing up call signs (irrelevant since the controller declared he

missed the call). This partially explains why the pilot waited 23 seconds to advise ATC.

The TCAS sense reversal RA mechanism did not work. Once the B757 TCAS noticed that the TU 154 was also descending, it did not issue a reversal (due to a particular geometry). This is a known problem recognized well prior the collision by Eurocontrol who issued a request for modification called CP112.

Had CP112 been introduced, it would have issued a sense reversal RA, which would have led to sufficient vertical separation to both aircraft (provided the B757 crew would have reacted to that sense reversal RA).

Note: CP112 is still not introduced and is likely to take many years.



Some technical facts highlighted in the report:

Main ATC computer was deactivated 30min. before the collision for a planned duration of 6 hours.

During that time the ATC system is operated in the fallback mode and separation minimum is increased from 5 to 7 NM.

During the deactivation, no automatic correlation of targets and no optical STCA is displayed.

The direct telephone connection with adjacent centres was not available to the controller from 21.13 to 21.34.37.

An automatic change-over for incoming calls to the bypass system was not in existence. (Calls from Rhein to warn of the conflict could not be answered).

The controller did not know about the technical work being done.

An assessment to minimize the risks did not take place.



The controller was not aware that in the fallback mode the optical STCA was not available.

The system did not provide an automatic indication that the optical STCA was not available.

Should STCA had been available, it would have issued a warning 2,5 minute before (2 minutes before the instruction to the TU was given) and would have been visible on both radar positions (APP as well) and the controller would likely have reacted. TCAS would not have been activated.

Additional info: An audio last minute STCA feature exists in Zurich. In this case it released an alert 32 seconds before the collision, but by that time the controller had already noticed the conflict and issued the descend clearance - so it had no effect.

3 additional controllers were present that night in the building (helping the technicians).

The controller did not know about the tasks of these colleagues.

Some procedural facts mentioned in the report:

The internal reporting scheme for safety relevant incidents (OIR) suffered from lack of acceptance by some of the controllers who suspected it might be used for punitive action.

Therefore it was inoperative as a source of identifying errors.

Controllers had to assume the tasks of radar planning, radar executive, supervisor and system manager. Therefore a continuous management of the different tasks was not ensured. An assessment to minimize the risks during the night shift did not take place.

The controllers were obliged to read the directives concerning the accomplishment of the system work . But they did not read them. The previous supervisor had merely given them general information about the work.

It had been known and tolerated by management and the quality assurance of the ANS provider for years that during night and periods of low traffic only one controller performed all ATC tasks whereas the other controller had a rest.

There were no written regulations about the night-shift beyond the regular roster.

The practice of rostering only 2 controllers had developed because of staff situation.

There exists a daytime procedure called SMOP (Single Man Operations):

The procedures states:

«Two co-located sectors shall not be operated as SMOP at the same time.»

(At night all sectors are combined so there are no other open sectors).

«The supervisor is committed to watch the actual traffic load at the SMOP operated frequencies.»

(This is not possible at night as no supervisor is planned during night shift, and the controller on duty is himself the supervisor).

«If necessary the Supervisor or another ATCO from another sector can come and help.»

(This is also not possible at night since the controller is himself the supervisor).

The report notes that:

To consider the resting ATCO in the same terms as the ATCO from a co-located sector [who can be called to help] is flawed.

The resting ATCO is not in the OPS room and therefore there would be a delay in getting his assistance. It is likely that the controller seeking support would have to overcome a psychological barrier in committing to requesting his assistance and interrupting his rest. It would be easier to ask support from a controller in a co-located sector.

The report concludes that what happened at night was not part of SMOP!

The report makes 19 safety recommendations, some to ICAO, most to the Swiss Federal Office for Civil Aviation, some to the Russian Federation Civil Aviation Authority and one to the FAA in the USA.

The lessons for us in Maastricht ?

Make sure you never find yourself in a similar situation.

Philippe Domogala.



Fact:
 Parking problem
Action:
 Place barrier with security access
Result:
 Still parking problem, people seem to find a way.

Wash Up or Die!

This incident happened recently in Belgium.

A woman went boating one Sunday, taking with her some cans of coke which she put in the refrigerator of the boat. On Monday she was taken into ICU and on Wednesday she died. The autopsy revealed a certain Leptospirose caused by the can of coke from which she had drunk, not using a glass. A test showed that the can was infected by dried rat urine and hence the disease Leptospirosis. Rat urine contains toxic and deathly substances. It is highly recommended to wash thoroughly the upper part of soda cans before drinking out of them as they have been stocked in warehouses and transported straight to The shops without being cleaned. A study in Spain showed that the tops of soda cans are more contaminated than public toilets i.e. full of germs and bacteria. So to wash them with water or use a straw is advised before putting it to the mouth to avoid any kind of fatal accident.



Mexican, disguised as a car seat



Find the little boy!



The Plan

In the beginning was the plan - and then came the assumptions.

And the assumptions were without form, and the plan was completely without substance.

And darkness was upon the face of the workers who knew it would not work.

And they spoke with the Team Leaders saying:
"The plan is a crock of shit and it stinks."

And the Team Leaders went unto their Section Heads and said:
"It is a pail of dung and none may abide the odour thereof."

And the Section Heads went unto their Managers and said unto them: "It is a container of excrement and it is very strong, such that none here may abide it."

And the Managers went unto their General Manager and said unto him:
"It is a vessel of fertilizer and none may abide its strength."

And the General Manager went unto the Director and said:
"It contains that which aids plant growth and it is very strong."

And the Director went unto the Managing Director and said unto him:
"It promotes growth and is very powerful."

And the Managing Director went unto the Chairman of the Board and said unto him:
"This powerful new plan will actively promote the growth and efficiency of the Department and this area in particular."

And the Chairman looked upon the plan and saw that it was good and the plan became policy.

(picked up in the OPS room)

