

APPENDIX Q

EXCERPTS FROM DOD CAPABILITY SURVEY

DEPARTMENT OF DEFENSE
CAPABILITY SURVEY OF
USAIR, INC.
JUNE 1994



The integrity and objectivity of the information presented in this capability survey is the responsibility of the Department of Defense Air Carrier Survey and Analysis Office (HQ AMC/XOB). This office maintains a system composed of inspection and internal data collection. All data is obtained from public sources, those provided by the carrier and officials of the Department of Transportation. The review was conducted in accordance with the guidance contained in the Department of Defense Directive 4500.53, the Air Mobility Command supplements, and the pertinent HQ AMC/XOB, operating instructions.

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17 JUNE 1994

SUMMARY

- HQ AMC/XOBS performed a biennial survey of USAir, Inc., at the carrier's Pittsburgh PA headquarters and their Charlotte NC hub on 13-17 June 1994.
- USAir performs FAR Part 121 charter passenger and individually ticketed service for the Department of Defense (DOD) under an AMC contract and a DOD Military Air Transportation Agreement (MATA).
- They also have two B-767ERs in the Aeromedical portion of Stage III of the Civil Reserve Air Fleet (CRAF).
- USAir earned \$170 million in DOD revenues in FY93, primarily through individual ticketed business.
- The company operates a fleet of 444 turbojet aircraft, which include B-767s, B-757s, B-737-200/300/400s, B-727-200s, DC-9-30s, MD-80s, F-100s, and F-28s.
- Despite the current financial difficulties of the company, we saw no signs of corners being cut which would affect safety. Additionally, employee moral remains high.
- USAir satisfies the DOD Commercial Air Carrier Quality and Safety Requirements.
- All findings were debriefed with the company and FAA principal inspectors.
- Excellent quality assurance department maintains high performance and compliance in all other maintenance areas.

RECOMMENDATION

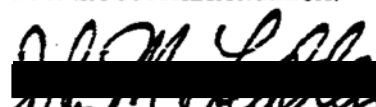
Recommend USAir, Inc. be found capable of providing continued charter passenger and individually ticketed airlift services to the DOD.


DENNIS D. EMMONS

14 JUL 1994

Chief, DOD Air Carrier Survey
and Analysis Office

The DOD Commercial Airlift Review Committee reviewed this report and concurs ~~unanimously~~ with the recommendation.


JOHN M. LEDDEN
ACTING CHAIRMAN

03 AUG 1994

DOD COMMERCIAL AIRLIFT REVIEW COMMITTEE

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General Operating Procedures

- USAir employs a hub and spoke system, developed by the company in the 1970s.
 - Serves over 119 destinations, including international routes to Canada, France, Germany, Bermuda, Bahamas, Mexico, Cayman Islands, Netherlands Antilles, and Puerto Rico.
 - More than 2,500 departures per day system wide.
- Major hubs are Pittsburgh PA, Philadelphia PA, Baltimore MD, and Charlotte NC.

Code-Sharing Agreements

- USAir code shares with several regional airlines operating as USAir Express carriers.
 - Three are wholly owned subsidiaries of USAir: Piedmont, Allegheny Airlines, and Jetstream International.
 - Other express carriers are Chautaugua Airlines, Florida Express, Champlain Enterprises, Trans States, and CCAir.
- The company maintains a commuter operations division in Washington DC, headed by a vice president responsible for overseeing their commuter activities.
- USAir also code shares with British Airways, Alitalia, Northwest Airlines, and All Nippon Airways.

MANAGEMENT

Evaluation: Excellent

Organizational Structure

- USAir's organizational structure has undergone some changes since the last survey.
 - Flight operations manual describes key managers' duties and responsibilities.
 - Extensive management team of highly qualified, professional individuals are providing positive, proper guidance to their employees.
 - Overall experience level has decreased slightly as a result of changes in management but is still above average.
 - Communication is handled by E-mail and various periodicals throughout the company.
- USAir has various quality assurance functions that perform periodic audits of the company.

Operations Specifications and Authorizations

- USAir received Air Carrier Certificate USAA105A on 28 October 1979.
 - Authorized to conduct FAR Part 121 domestic, flag, and supplemental operations in the following areas: CONUS, Canada, Mexico, Caribbean, Bahamas Islands, North Atlantic, and Europe.
 - Following aircraft authorized:

B-727-200	B-737-200
B-757	B-737-300/400
B-767-200	DC-9-30
F-100	DC-9-81 (MD-80)
F-28 Mark 1000/4000	
 - USAir authorized to conduct 180-minute extended range operations (EROPS) with two-engine aircraft across the North Atlantic.
- Virtually all aircraft are authorized either CAT II or CAT III operations.

General Operations Manual

- Professionally produced by Jeppesen Sanderson Airway Manual Services.
 - Company objectives are clearly and simply stated:
 - Safety (primary objective), service, efficiency, and economy.
 - Manual is revised frequently. Pilots receive their changes directly.
- Manuals checked during annual checkrides.

OPERATIONS

Evaluation: Excellent

Pilots

- USAir employs approximately 5,400 pilots.
 - 303 pilots still on furlough since January 1991.
 - Domiciles: Boston, Baltimore, Charlotte, Washington DC, Los Angeles, Philadelphia, Pittsburgh, San Francisco.

- Pilots represented by ALPA.
- Captain's pay ranges from \$90,000 to \$160,000 annually. While first officer pay ranges from \$40,000 to \$96,000 annually.
- Turnover is low and should remain at about 80 per year for the foreseeable future.

Flight Attendants

- USAir employs 9,223 flight attendants of which 8,458 are active.
 - Domiciles are the same eight locations as the pilots.
- Flight attendants are represented by Association of Flight Attendants.
- New-hires earn approximately \$18,000 in their first year, which varies depending on how many hours the flight attendant works (55, 75, 85, 95, or 105 hours/month). Experienced flight attendants earn around \$39,000 annually.
- Turnover is low, at 3-5 percent annually due to attrition.
- Upgrade to instructor is based on experience and management recommendation.

Aircrew Records

- A fully automated record-keeping system is used for crew member training. All required training is flagged 2 months before the due date, then scheduled for completion during nonflying days.
 - Hard copies of training documents are kept for 90 days, then destroyed. Any unsatisfactory training documentation is kept indefinitely.
 - A spot check of crew member records found them to be satisfactory.

FLIGHT CREW HIRING

Evaluation: Excellent

Pilots

- New-hires required to have commercial license, with valid instrument and multi-engine land ratings, flight engineer writtens, Class I medical, approximately 2,000 hours flying experience (emphasis on instrument and heavy time), and 2 years of college.
- Pilots are hired into the first officer position.
- The average new-hire has 3,000 hours, an ATP, and a 4 year degree.
- Last new-hire class in May 1990. No plans for resumption of hiring.

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Flight Attendants

- Hiring qualifications typical for industry, with work experience in some type of service-oriented capacity preferred.
 - They are currently hiring.

TRAINING

Evaluation: Excellent

Facilities

- The majority of training is conducted at either Pittsburgh PA or Charlotte NC facilities.
 - Pittsburgh uses two leased former public schools, one for pilot ground training and the other for flight attendant training. These facilities are adequate.
 - A modern facility at the Pittsburgh airport houses simulators for DC-9, B-737, Fokker 100, MD-80, B-727, and B-757 aircraft. Charlotte has simulators for the B-737 and F-28. Additionally, USAir is authorized the use of various contract simulator vendors.

~ Pilots

- The FAA-approved training manual provides satisfactory standardized guidance for training crew members for normal and emergency operations.
- Crew resource management (CRM) and line oriented flight training (LOFT) are taught and addressed in the training manual.
- Phase I of the advanced qualification training program (AQP) has been approved for the B-737-300 with Phase II approval pending.
- Company has 70 full-time nonflying ground instructors and approximately 200 check airmen, 50 of whom are aircrew program designees (APDs)
- Training department demonstrated their state-of-the-art training equipment being used for a B-737 recurrent pilot ground training class.

Flight Attendants

- Flight attendant manuals were checked and found to be satisfactory.
- Another former public school is used for initial and recurrent ground training in Pittsburgh. Charlotte and Los Angeles also have training facilities.

- Pittsburgh has 15 instructors, aircraft mockups, and several classrooms.
- All records are computerized, and a spot check revealed no problem areas.

CAPTAIN UPGRADE

Evaluation: Above Average

- Upgrade to pilot-in-command (PIC) from first officer is based on seniority and company needs.
- Training manual upgrade program is standard for a major carrier.
- Unsuccessful candidates are sent back to the right seat after requalifying in the position.
 - After three unsuccessful attempts, the candidate is released.

SCHEDULING

Evaluation: Excellent

Flight Crew

- All scheduling is conducted in Pittsburgh with a computerized operation.
 - Crew members bid monthly, then are allowed (contractually) to make daily changes, if they like, as long as FAR flight/duty rules are complied with.
 - Market planning furnishes information to schedule planning for building pairings.
 - Computer builds pairings then ALPA representatives build actual lines for bid.
 - Very labor-intensive scheduling system, but works well.
 - Computerized bidding through CompuServe, relieving some of scheduling's telephonic workload.
 - A total of 64 pilot schedulers, with 8 supervisors.
- Company has procedures in existence to ensure compliance with DOD requirement for minimum of 250 hours between pilots for charters.
- Crew schedulers are notified by the computer system if they attempt to schedule an individual that will exceed FARs or contractual flight/duty time requirements.
- A spot check of their automated records was satisfactory.

Cabin Crew

- Flight attendants have the option to bid on monthly lines that vary from 55 hours to 105 hours, depending on their personal preference.

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- Although not required, they essentially operate with the same flight/duty time rules by the pilots.
- They also have the option to make daily scheduling changes.
 - Labor intensive, with 108 schedulers and managers.
- A spot check of their automated records was satisfactory.

IN-FLIGHT PERFORMANCE

Evaluation: Above Average

- Cockpit observations were accomplished on eight regularly scheduled missions including six different types of aircraft.
 - Observations revealed a well-trained, highly standardized crew force.
 - See attached AMC Forms 228.
- Check airmen standardization meetings are held quarterly and include FAA representatives.
- Checkride trends are monitored by database with training program modification as necessary.

OPERATIONAL CONTROL

Evaluation: Excellent

- Systems control center (SCC) in Pittsburgh is the nerve center of USAir's flight operations.
 - SCC contains dispatch, flight following, weather watch, maintenance control, and crew tracking.
- Central management staff unit controls the individual shifts and is comprised of system shift manager, hub shift manager, flight department manager, and maintenance duty manager.

Dispatchers

- All international and domestic dispatching is conducted from Pittsburgh.
- There are 121 dispatchers, 21 assistant dispatchers, and 54 various supervisors, managers, and coordinators. All dispatchers are FAA licensed. Experience levels are above average.
 - 27 dispatchers and one supervisor are on duty during peak periods.
- Dispatchers are represented by the Transportation Workers Union.
 - Pay is high industry standard, with entry level dispatchers receiving about \$28,000

annually and experienced (10 years) dispatchers about \$65,000.

- Training and duty time limits were both satisfactory.
- Records reviewed were also satisfactory.

Flight Planning

- USAir crews receive company-generated computer flight plans for all domestic flights.
 - International and backup flight plans are obtained through CompuFlight.
- Airfield and aircraft performance analysis is accomplished by the company's operational engineering office.
- Company maintains special airport qualifications through a program defined in their flight operations manual.
 - Currency is tracked via company form and entered into the pilot's computerized training records.

Mission Monitoring

- Flights are controlled and monitored through an automated computer schedule display system, Flight Activity Display System (FADS).
 - FADS displays each flight's events across a moving time line.
 - Flight information from the aircraft is obtained through ARINC Communications Addressing and Reporting System (ACARS), installed throughout their fleet.
 - ACARS, an onboard computer, automatically records, transmits, and receives flight and ground movement data and routes this information to FADS.
 - Aircraft MEL and engine data is also fed into USAir's central computer in Winston-Salem NC and routed to FADS.
 - Result is a thorough automated aircraft monitoring system.
 - Backup systems in place in case of electrical failure or computer downtime.
- Baker Telecommunication System, used in conjunction with ARINC, provides direct communications link between the dispatcher and aircraft.
 - Dispatcher can also directly access hub operations center, hub operations manager, major airport performance centers, air traffic control towers, ticket counters, ATC watch supervisors, and flight service stations.

- Company uses British Airways' Speedbird communication for HF oceanic communications.

- Weather information is also automated, using KAVOURAS weather service.

-- Each dispatch station has a separate terminal with this information.

-- Weather watch center, manned by two assistant dispatchers, also provides NOTAM information for the SCC.

Load Manifests

- Automated, along with the flight plan. Operations analysis is the focal point.

-- Manual procedures are in place and available to the crews in the flight operations manual and the appropriate pilot's handbook.

CHARTER PROCEDURES

Evaluation: Excellent

- Department staffed by eight personnel.

- Chapter in flight operations manual covers charter procedures.

- Company does limited number of civilian and military charters.

--- Ten DOD charters in FY93.

-- Accident notification procedures available in company emergency manual.

-- Flight crew provided with charter package including additional manuals, NOTAMs, charts, ARINC frequency booklets, airport analyses for off-line destinations, and specific forms.

-- Uses actual weights for combat equipped troops.

SAFETY PROGRAM

Evaluation: Excellent

- USAir has a vice president of safety and compliance and a senior director of quality assurance and flight safety.

-- Formal safety program includes hazard report forms, promptly staffed, answered, with problems corrected timely; safety alert bulletins; and company safety magazine, Flight Crew Review, published bimonthly.

--- Magazine serves as a home-study course, allowing carrier to reduce the amount of annual classroom refresher training required.

-- Quarterly incident summary is published and sent to all flight managers and company check airmen.

-- Currently working on a risk management program called British Airways safety and information system (BASIS).

-- Company's flight operations quality assurance (FOQA) program analyses flight data recorder information when incidents occur.

-- Training programs are modified as required based on FOQA and BASIS information.

- ALPA also publishes a safety and operational publication, Airwaves, which is made available to crews.

-- Quarterly meetings are held with union safety representatives and company management.

SECURITY

Evaluation: Excellent

- Company has over 130 ground security coordinators, one at each location.

- Level of security awareness high at all facilities visited.

-- We were issued temporary photo identification badges for our survey.

- Recurrent training accomplished in September while initial classes are held in May and November.

- Customer service quality control performs internal evaluations of the security program.

-- Meets quarterly with FAA to discuss /correct problems and findings.

CONTRACT REQUIREMENTS

Evaluation: Excellent

- Company has two B-767-200ER aircraft committed to the aeromedical segment of the CRAF. They have offered three aircraft for the FY95 CRAF solicitation.

- Satisfies the specific aircrew and equipment requirements specified in the DOD contracts and agreements.

HAZMAT PROGRAM

- Company is authorized to carry HAZMAT.

-- Mostly consists of dry ice associated in shipping medical material.

- Training consists of computer-based instruction coupled with self-study guides.

-- Over 13,000 employees trained annually.

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