

FAA

FILE

SCANNER

SOUTHERN & SOUTHWEST
REGIONS

OCTOBER 1961



ARCHIE W. LEAGUE
APPOINTED
ASSISTANT-ADMINISTRATOR
SOUTHWEST REGION

... See Pages 3 and 6

FAA SOUTHWEST REGION

S C A N N E R

Volume 4

Issue 8

OCTOBER 1961

The SCANNER is dedicated to the publishing of interesting happenings both within and outside FAA Southwest Region that affect the Agency.

It is intended that the SCANNER shall carry to every employee a reasonably complete and current story of the more significant activities, plans, and accomplishments of our programs and employees.

By giving a broad picture of the trends, projects, and achievements in our operations, the SCANNER should help each employee acquire a more comprehensive sense of the FAA's mission.

REPORTERS

Accounting Division.....	Juanita Winstead
Administrative Services.....	L. E. Bayless
Air Traffic Service.....	Beth Gorham
Aviation Medicine.....	Martha Creed
Audit Services.....	Joe Thornton
Budget Division.....	Susanne Coble
Aviation Facilities Service.....	Bessie Koepp
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	Jack Ester
	Margaret Tinkle
Flight Standards.....	Everett Morris
Legal.....	Jane Smith
Personnel.....	Frank Burch

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ASSISTANT ADMINISTRATOR'S PAGE

On October 1, 1961, the Administrator, Mr. Halaby, appointed an Assistant Administrator for the Southwest Region. During my travels throughout the Region, I have been asked numerous questions by our employees concerning this designation with respect to what it means to the Region. Perhaps you, too, have some questions along these lines. Therefore, in anticipation of such questions I would like to explain to you in as few words as possible exactly how this new designation will affect the operation of the Southwest Region.

The principle change will be in the relationship between the regional headquarters and the Washington office. Under the Regional Manager type of organization, Field Divisions reported directly to their Bureau counterparts in Washington. Regional Managers were responsible primarily for the overall administration of the Region. Technical areas were the responsibility of Air Traffic Management, Facilities and Materiel, Flight Standards, and Aviation Medical, Division Chiefs. Under the Assistant Administrator type of organization, all elements comprising the regional headquarters report directly to and are under the supervision of the Assistant Administrator for the Southwest Region.

The Bureaus in Washington are now known as Services and in some cases their basic titles were changed. These Services, headed by a Director, are responsible for the development of Agency policy in their particular functional area of responsibility and the evaluation and review of how these policies are being carried out in the Region. They also, among other things, provide technical assistance to our Field Divisions as required.

The Assistant Administrator for the Southwest Region reports directly to the FAA Administrator, Mr. Halaby. In fact the title "Assistant Administrator" means that the individual is Mr. Halaby's Assistant with responsibilities for all FAA activities of his particular Region. Agency policies and plans to be carried out by the Region are transmitted to the Assistant Administrator in the Southwest Region by the FAA Administrator for execution. Present planning calls for a substantial decentralization to each regional headquarters of many responsibilities and functions which have heretofore been retained at the Washington level. This new Assistant Administrator type of regional organization with the planned decentralization of functions and responsibilities is designed to provide a more efficient regional organization than we have ever had before. Under this new organization, it will be possible for us to make decisions in many areas which in the past we have been required to refer to Washington for decision.

This is a brief explanation of the Assistant Administrator type of regional organization. I trust that what I have said will answer many, if not all, of the questions you may have on this subject. To those of us in the field, this step denotes progress, and progress is the one thing that this Agency thrives on. Our Administrator has demonstrated his confidence in us by giving us this added responsibility. With a team such as ours in the Southwest Region, the Assistant Administrator type of organization can not fail.


Archie W. League, SW-1

AIR TRAFFIC DIVISION

SAN ANTONIO CENTER

The San Antonio Center Employees Association recently voted a \$500 expenditure to be given in equal portions to the Palacios, Texas FAA victims of Hurricane Carla. R. G. Christianson, Gordon Slade and W. J. Bell, employees of the Palacios Flight Service Station lost all their possessions to the greedy and destructive "Miss Carla" and were the recipients of the Association's donation.

In addition to this sizeable contribution, Center employees also answered the disaster plea of other Hurricane Carla victims and dug down in their pantries and closets and assembled a noteworthy collection of food and clothing. The Bexar County Chapter of the American Red Cross estimated the collection would take care of the immediate needs of 25 families left destitute in the wake of Hurricane Carla.



Our loss is Washington's gain! Ralph P. Kiss has been selected for a position (and promotion) to the Analysis Branch, AT-240, Facilities Section. Congratulations and best of luck, Ralph!



A STUDY IN "RETIREMENT"

Proof that retirement is twice as good as employment is offered by Mr. John J. Reagan. Mr. Reagan retired from the former ATCS at Cross City, Florida, in 1957. John took these "pictures" himself, and it is obvious he has learned a few tricks of the trade in hobbying around with his Poloroid Land Camera. He and Mrs. Reagan continue to live in Cross City. "Here too long to think about going anywhere else," he says.

NEWS ABOUT THE SOUTHERN REGION

Others who have recently left us to support Mr. B. and his "cause" now include such notables as Bill Morgan, Harry Gillen, Dick Robinson, James Rickard, Gay McKenzie, and J. Rogers of Miami. With such capable supporters among the ever-increasing ranks, surely the "South Shall Rise Again"!

SOFTBALL CHAMPS

FAA's Memphis ARTC Center softball team won the Memphis, Tennessee Park Commission Men's City Class "C" Tournament Championship September 19, 1961.

After a dismal first inning and on the tail end of the score 4 to 0, for the first time in the tournament, the FAA team began to peck away and edged past the Seventh Street Baptist, finals opponent, 10 to 9 to climax its most successful season since 1958, when competition was started and the quest for the City crown began.

Both teams exchanged leads during the game, but the tide changed when the FAA changed batteries in the top of the fourth inning and held the Baptists scoreless for the last three innings to defeat a very determined effort by the Baptists.

A string of fourteen consecutive victories climaxed the final championship game and garnered the cov-

eted crown for the weary but jubilant FAA team.

The FAA had previously won four consecutive league championships and lost in tournament play. But this year there was a determination that was not to be denied and carried them to the top of the heap, defeating some of the outstanding teams in the City Tournament by such lopsided scores that it made the game look real easy.

Such a climax in a sport as competitive as softball usually does not always include the inside story of the how and why's in winning a championship, but 100 per cent credit must be given to the tremendous moral support and loyal attendance to each game of the Memphis Center personnel. The Center softball team responded in the only way it could by becoming the best softball team in its class in Memphis, Tennessee for the year 1961.

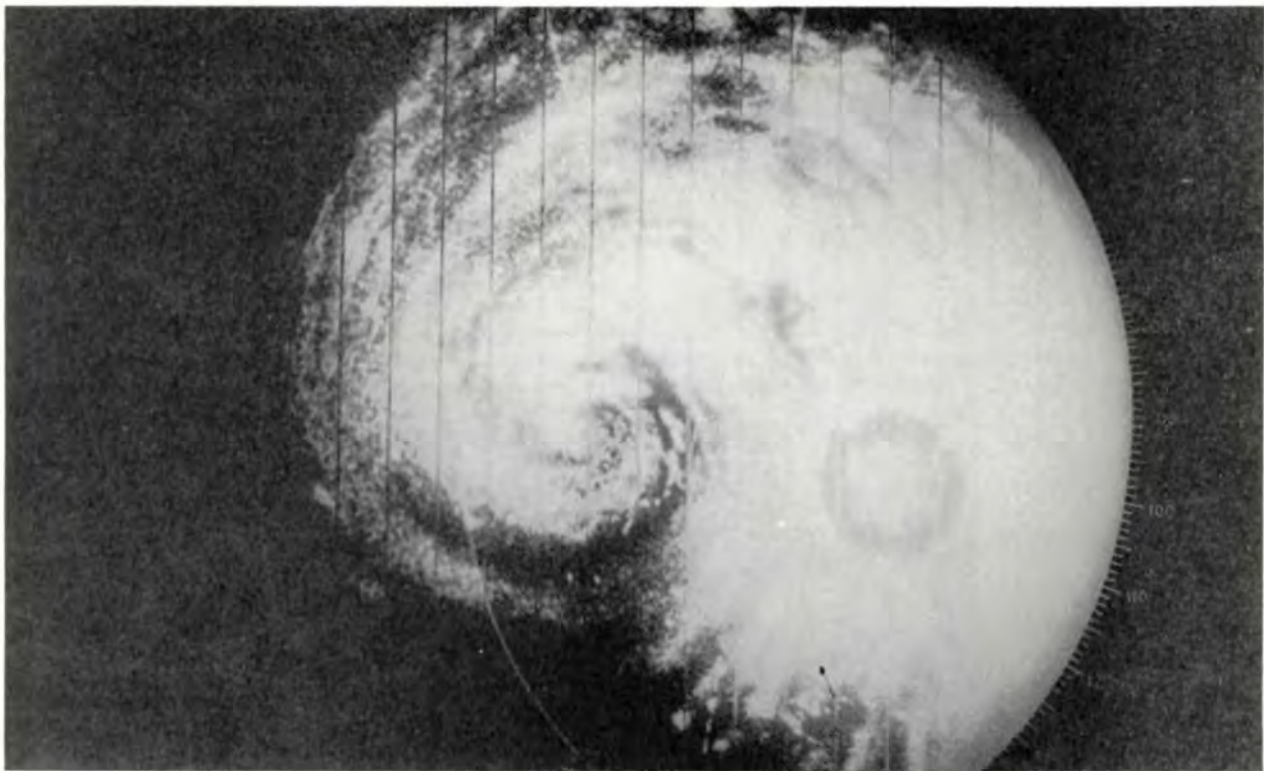


MEMPHIS ARTC CENTER SOFTBALL TEAM

Pictured left to right - Front row: D P Davis, D G Price, T W Woods, T W Cody
Second row: E J Hull, B J Lunsford, E D Barnes, Jr., L C Bates
Third row: W T Avant, W L Pollock, Jr., N H Higgins, R E Bennett
Back row: B A Jones, B L Holley, R B McDaniel (Manager), H E Blanks, W P Sealy
Not pictured: B R Alvarado.



The day Archie League's appointment as Assistant Administrator for the Southwest Region was officially announced his staff presented him with a handsome "Southwestern" hat to appropriately commemorate the occasion. League, in accepting the hat, exclaimed, "I see this is a 'John B. Stetson' Southwestern hat...one of the most respected names in the Southwest, and it's particularly appropo because I know I'll be directing one of the finest and most respected organizations in the FAA and in the Southwest.



HURRICANE CARLA. The disaster caused by Hurricane Carla will be visible for years. Pictured above is "Carla" as she approached Waco shortly before noon Tuesday, September 12, which was taken off a radar scope in the RAPCON at James Connally AFB. When this photo was snapped by A2C Wayne Brand, the eye of Hurricane Carla was 15 miles west of Waco and had just passed Valley Mills. Part of Waco and James Connally are depicted by the dark circle in the right of the picture. The swirling white mass in the center of the photo--halfway surrounded by the black arc - is Carla's eye. (USAF Photo)

PROCESSIONARY
CATERPILLARS

Processionary Caterpillars feed upon pine needles. They move through the trees in a long procession, one leading and the others following - each with his eyes half closed and his head snugly fitted against the rear extremity of his predecessor.

Jean-Henri Fabre, the great French naturalist, after patiently experimenting with a group of the caterpillars, finally enticed them to the rim of a large flower pot. He succeeded in getting the first one connected up with the last one, thus forming a complete circle, which started moving around in a procession, with neither beginning nor end.

The naturalist expected that after a while they would catch on to the joke, get tired of their useless march, and start off in some new direction. But not so. --

Through sheer force of habit, the living, creeping circle kept moving around the rim of the pot - around and around, keeping the same relentless pace for seven days and seven nights -- and would doubtless have continued longer had it not been for sheer exhaustion and ultimate starvation.

Incidentally, an ample supply of food was close at hand and plainly visible, but it was outside the range of the circle so they continued along the beaten path.

They were following instinct - habit - custom - tradition - precedent - past experience - "standard practice" - or whatever you may choose to call it, but they were following it blindly.

They mistook activity for accomplishment. They meant well - but got no place.

LEAGUE AND REYNOLDS NAMED TO HEAD FAA
SOUTHWEST REGION IN FORT WORTH

N. E. Halaby, FAA Administrator, has appointed Archie W. League as Assistant Administrator for the FAA Southwest Region and Robert V. Reynolds as Deputy Assistant Administrator.

Effective date of the appointments was October 1, 1961.

The Southwest Region is the third of FAA's seven regions to be placed under an assistant administrator as part of the Agency effort to decentralize responsibilities and strengthen field operations.

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FAA RULES ISSUED TO STANDARDIZE FLIGHT
OPERATIONS AT ALL AIRPORTS SERVED BY
CONTROL TOWERS

Air traffic control rules which establish the first national standards for conducting flight operations on and around all controlled airports throughout the country have been issued by the FAA, Administrator N. E. Halaby announced at a "hangar flying" session recently.

The rules, which amend Part 60 of the CAR's, are aimed at flight safety and aircraft noise reduction in airport communities. They apply to all aircraft unless otherwise authorized by the appropriate air traffic control facility. The rules take effect December 26, 1961.

Safety will be enhanced primarily by a limitation in airspeeds and a requirement for two-way radio communication at all airports served by Federally-operated towers, which typically have complex and high speed traffic, and also by generally prohibiting enroute flight through "airport traffic area," established for all controlled airports.

There are 465 Federally-operated towers throughout the country, of which 234 are operated by the FAA and 231 by the military services.

The establishment of traffic pattern altitudes for turbine-powered

fixed wing aircraft, approach and departure procedures, and provisions for preferential runways is expected to reduce airport-community noise problems.

Each airport providing airport traffic control tower service will have a surrounding airport traffic area encompassing airspace defined by five statute miles in horizontal radius from the center of the airport and extending up to 2,000 feet above the surface. Enroute aircraft will be restricted from flying through this area without authorization from air traffic control.

The restriction is aimed at eliminating conflicts resulting from the interference of aircraft not planning to land with aircraft operating in airport traffic patterns.

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FAA CONTRACTS FOR COCKPIT VOICE
RECORDER

Development of an airplane cockpit voice recorder will begin immediately under a contract the FAA is negotiating. A prototype model is to be delivered in about four and one half months.

Designed to aid airplane crash investigators in determining accident causes, the equipment will continuously record all conversations within the cockpit as well as all air/ground voice communications. The recordings will be preserved for post-accident analysis in containers resistant to heat, water and impact.

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LANDING FLARES NO LONGER REQUIRED ON
FLIGHTS OVER WATER AT NIGHT

Landing flares will no longer be required on aircraft operating over water at night, the FAA announced recently. Operators may, however, continue to carry flares as optional equipment for emergency landings if they so desire.

The FAA pointed out the requirement for flares on overland flights was abolished in 1958.

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FAA FILLS TOP MANAGEMENT POSTS

Three key posts concerned with the administrative management of the FAA have been filled by N. E. Halaby, FAA Administrator.

Robert H. Willey has been appointed Assistant Administrator for Personnel and Training. He replaces Fordyce W. Luikart who will be Deputy Director for Administration in the Agency's International Aviation Service.

John R. Provan has been appointed Director, Office of Management Services, replacing Clarke H. Harper who served in that post on an interim acting basis since July of this year.

Harper has been named Director of the recently established Office of Budget. He has been associated with budget administration in the FAA and former CAA for 12 years.

The three new appointees will report directly to the FAA's Deputy Administrator for Administration, Alan L. Dean.

"Sound government operations result from good ideas and good managers," Halaby stated. "In these men we have both and they will enable the FAA to meet the great challenge of modern management of 43,000 employees, facilities in 50 states and overseas and hundreds of millions of public assets."

* * * * *

NAVAIDS FOR 71 LOCATIONS BOUGHT BY FAA AT COST OF \$2,067,550

The FAA has ordered 71 Very High Frequency Omni-Directional Radio Ranges (VORs) under a \$2,067,550 contract awarded to the Televiso Corporation, Wheeling, Illinois.

Of the total, 50 VORs will be installed for en route service while 21 will be TVORs (Terminal VOR) which are simpler versions of this navigation aid and are installed on or near airports for terminal guidance. Later this year, additional equipment will be purchased by FAA so the 50 en route aids can be converted to complete VORTAC (VOR plus TACAN) installations.

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HALABY COMMENTS JIMMY PYLE FOR "GREAT SERVICE" TO AVIATION

James T. Pyle, whose resignation as Deputy Administrator of the FAA has been accepted by the President, has made notable contributions to the advancement of civil aviation during the last eight years, N. E. Halaby, FAA Administrator, said recently.

"Jimmy Pyle has done aviation and the country a great service," Halaby said. "While I understand why he feels it necessary to leave Government service for private industry, I regret that we are losing him. I particularly appreciate his work during this past ten months of transition and reorganization."

Pyle has been Deputy Administrator since 1959. He was Administrator of the CAA from 1956 to 1958, before the CAA was separated from the Department of Commerce and the FAA created as an independent Agency.

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FAA ADMINISTRATOR HALABY ASKS AVIATION INDUSTRY TO PARTICIPATE IN EMERGENCY READINESS PLANS

The aviation industry was urged by FAA Administrator N. E. Halaby recently to participate in emergency readiness plans that would insure the survival of the nation's aircraft in the event of a nuclear attack.

Mr. Halaby said that the preservation of our aircraft fleet is vital "to both our war effort and to our post attack recovery." He warned that "this fleet is especially vulnerable." Unless survival plans are adopted, for example, as many as 75% of the nation's airliners could be destroyed on the ground in the event of a nuclear attack.

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FAA COUPLE TAKES UP RESIDENCE IN SHELTER



Mr. & Mrs. Sidney B. Ward and Martin M. Esser

Sidney B. Ward, San Antonio Air Route Traffic Controller, and his wife have agreed to be sealed inside a manufacturer's experimental shelter beginning October 11, following a simulated attack to see how long they could remain.

Martin M. Esser, coordinator for Civil Defense and Disaster Relief, stated that the Wards have undergone thorough examinations, and with Civil Defense orientation, will be fully equipped to deal with living conditions for a lengthy period in the shelter.

The shelter has been stocked by local merchants and the length of their stay is to be determined by the Wards themselves.

The Wards have volunteered in this test as an aid to the public. The test is to prove that with proper preparation and indoctrination people can survive attacks.

* * * * *

FAA PROPOSES CREATION OF FEDERAL AVIATION SERVICE

N. E. Halaby, FAA Administrator, has proposed to Congress the creation of a Federal Aviation Service to assure uninterrupted air traffic control and other essential services for military and civil aircraft during any national defense emergency.

The FAS would be basically a civilian group of FAA employees which the President could transfer to military status in time of war or similar emergency to provide for continued safe air operations. Proposed legislation for the FAS has been sent to Congress with a report discussing the FAS and other FAA personnel matters.

As the FAA and Defense move toward manning an integrated common system, the military services must be assured that FAA employees will be available in an emergency just as military personnel would. Thus, the FAS would be composed of FAA employees considered essential to the Agency's national defense mission in peace and war. FAS membership would be voluntary, although it could be a condition of employment for certain critical positions.

In an emergency, the President could place the FAS in military status, making it part of the armed forces and bringing it under the Uniform Code of Military Justice to insure employees' availability and responsiveness to national defense needs. The FAA Administrator also would have authority to place selected elements of the service in military status at other times when the Secretary of Defense deemed it necessary. For administrative and technical aspects of their jobs, FAS members on military duty would be under the control of the FAA Administrator, who would be responsible directly to the Secretary of Defense.

Continuing studies are to be made on this proposed legislation.

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BUDGET DIVISION

Approved FY 1962 fiscal programs for the Operations Appropriation were received about September 20. The total for all programs was \$87.4 million including reclassification costs for Air Traffic Service positions. Excluding reclassification costs, this represented an increase of \$6.4 million over the 1961 appropriation.

Subsequent to receipt of the approved programs the Region was notified that President Kennedy, after a recent review of current and projected Government expenditures for fiscal year 1962, had requested all Government agencies, except defense agencies, to reduce expenditures during the remainder

of the fiscal year by \$1.5 billion. FAA's share of this reduction will range between \$20 and \$25 million of which the largest percentage will come from the Facilities and Equipment and Research and Development appropriations.

Agency-wide planned expenditures for the Operations Appropriation are to be reduced by \$6 million. The Southwest Regions contribution towards this economy drive will be about \$1½ million. This will leave a total "Operations" program of some \$86 million and still provide an increase of more than \$5 million over fiscal year 1961.

* * * * *

THE OPTIMIST'S CREED

PROMISE YOURSELF.....

- To be so strong that nothing can disturb your peace of mind.
- To talk health, happiness, and prosperity to every person you meet.
- To make all your friends feel that there is something in them.
- To look at the sunny side of everything and make your optimism come true.
- To think only of the best, to work only for the best, and to expect only the best.
- To be just as enthusiastic about the success of others as you are about your own.
- To forget the mistakes of the past and press on to the greater achievements of the future.
- To wear a cheerful countenance at all times and give every living creature you meet a smile.
- To give so much time to the improvement of yourself that you have no time to criticize others.

To be too large for worry, too noble for anger, too strong for fear, and too happy to permit the presence of trouble.

--Christian D. Larson
...THE BEACON, April 1961

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Prosperity is something you feel,
fold and forward to Washington.

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One of our newer employees is shown demonstrating his hobby on the regional office lawn. Ben Davis, Aeronautical Design Evaluation Engineer, builds and flies model airplanes as a hobby.

This in itself is not unusual, but he uses a pulse jet engine to power his models. His wife, Pat, and daughter, Sandy 2, are tolerant of this noisy hobby because it is furthering his career and education.

Ben has a Bachelor of Science degree (Aeronautical Option) from North Carolina State and hopes to receive his Master of Science in Aeronautical Engineering from Southern Methodist University in January 1962.

The following is his brief description of how a pulse jet operates: The conventional pulse jet may be defined as a compressorless, non-steady flow, jet engine without wave pre-compression of the combustion charge. The operation of standard types of pulse jets is roughly as follows: The motor is placed in an air stream which provides a "ram pressure" to

force air through the reed valves into a region where the air is mixed with a continually sprayed fuel (such as gasoline). The mixture is initially fired by means of a spark plug, and the burning raises the gas pressure in the combustion chamber, ultimately causing the reed valves to close and exhaust gases to flow out through the tail pipe, a thrust being developed during the process. The exhaust generates rarefaction waves which soon reduce the pressure behind the reed valves until they open again and admit more air. Then, even without further use of the spark plug a self-firing occurs in the gas, apparently in a central region near the section through the spark plug, and a regular cycle is established. The mechanism of the self-firing is not clearly understood, but it seems probable that the pressure waves reflected from the ends of the motor cause a local heating and the mixing of the gas sufficient for its ignition near the interface between the incoming (unburnt) mixture and the previously burnt gases.

PERSONNEL AND TRAINING DIVISION

PITFALLS OF LISTENING COMPREHENSION

If you wish to make a serious effort to improve your listening comprehensions, try to avoid these known pitfalls.

Don't let the details of what you hear obscure the speaker's central theme. Too many listeners are so intent on registering minor details or supporting facts that they fail to hear or remember the speaker's main idea or ideas.

Don't let your mind wander to other matters while listening to someone talk. Herein lies possibly the biggest single barrier to good listening. Understanding the reason for it is, in itself, a step in the direction of listening improvement. Research indicates that the brain can think or receive verbal communication at a rate of four times faster than the average speaking speed of 125 words per minute. How we utilize this "space time" is probably the greatest single factor in determining whether we are good or poor listeners! Poor listeners fake concentration on the speaker with such devices as the glazed stare while thinking about what they are going to say next, how they can rebut something the speaker has said, or some totally different situation such as a problem at home or at the office.

The fable of the hare and the tortoise applies to this problem. If the relatively speedy mind gets diverted too often from the relatively slow flow of verbal communication, the mind will snap back to attention too late to catch up. It isn't easy

to utilize the spare time properly, but the best listeners will put it to work by reviewing what the speaker has said, structuring his message, anticipating what he'll say next, and watching for meaningful nonverbal communications such as facial expressions and gestures.

Don't let your built-in emotional filter distort the listening process. Poor listeners can't concentrate on what a person says if they dislike him personally or resent some aspect of his speech, appearance, or bearing. Then, too, if the subject being discussed arouses deep-set emotional reactions, the poor listener will often literally fail to hear anything the speaker says. This pitfall is especially obvious with a controversial subject when the speaker takes a position opposite to the listener's. The poor listener will immediately adopt a defensive position mentally, and the complicated process of rejection that ensues usually includes an effective tuning-out of anything else the speaker says. The good listener, on the other hand, will withhold evaluation until after the speaker has finished.

The built-in psychological barriers to good listening alone are enough to make effective listening a difficult task, and it doesn't make sense to compound the problem with environmental pitfalls that can be easily avoided. A good listener will shut the door, shut out noises, phone calls and other distractions, take a seat directly facing the speaker, sit in an erect and attentive position, establish direct eye contact with the speaker --- in short, make his whole self a

A vacation is a brief relief without the Chief.

delicate, emphatic, finely tuned, receiving mechanism.

Don't let excessive note-taking diminish your listening efficiency. The right method and amount of note-taking is a difficult matter to determine. Research indicates that people can't listen with maximum efficiency while simultaneously writing.

The best answer at the moment appears to be that note-taking should be a flexible arrangement adapted intelligently to a given communication situation. For instance, the listener might limit himself to quickly jotted notes on the speaker's main themes and fill in supporting details after the speech or discussion. Or, if the speaker uses a slow-delivery style, the pauses in his speech may provide an opportunity for brief notes. But the important thing to avoid is any attempt during his delivery to capture in note-taking a comprehensive account of the speaker's message, complete with supporting facts and details.

Don't overlook opportunities to improve your listening through

practice. Even without formal training procedures, everyone has opportunities to improve listening skill through practice. The boss-subordinate situation, as well as typical office, plant, and laboratory routines, offers obvious on-the-job opportunities.

Don't reject what you hear because it appears to be trivial, completely familiar, or completely unfamiliar. Most of us share the bad listening habit of tuning-out something that appears to be of little immediate interest. Sometimes it may be that we think we know everything of value concerning the subject matter. Or the subject may seem too remote or unfamiliar; for example, you may be inclined to pay little attention when history or philosophy is being discussed. Or, sometimes, what is being said may appear so trivial that to listen would be to "waste" time. But the point is that rarely do you waste time by intent listening. On the contrary, better listening is perhaps the greatest single source of untapped potential for self development.

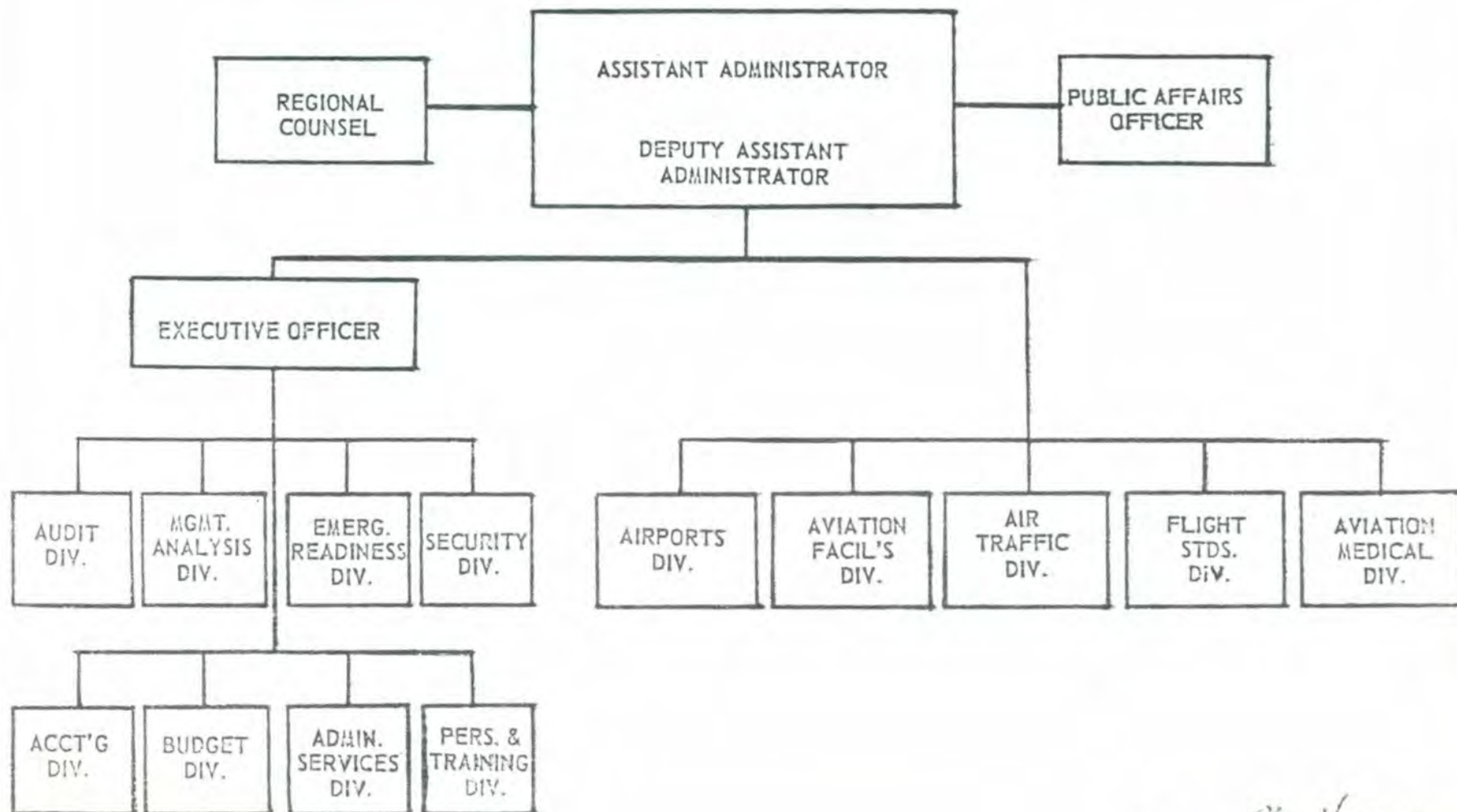
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GEORGE E. GARANFLO RETIRED

After retiring last May as Chief of the Airports Branch, George E. Garanflo and his wife Doris moved into their newly constructed Colonial-type home at Ruston, Louisiana. Retirement does not mean going fishing or reclining in an easy chair on the front porch to George, but another phase of an active life, as he is now the boss of his own engineering firm. He has formed a partnership with a very young and energetic engineer in the community and is actively engaged in designing water and sewerage systems for the various communities in that area. It's not all work and no play for him, however, since we understand there is a deer hunting trip soon.

ORGANIZATION CHART FOR
SOUTHWEST REGION



Approved: *[Signature]*
September 23, 1961

PRESIDENT KENNEDY CALLS FOR EQUAL EMPLOYMENT OPPORTUNITY
AND A HIGH STANDARD OF CONDUCT

Equal Employment Opportunity

The President's Equal Employment Opportunity program directs that positive measures be taken to: promote and encourage equal opportunity for all qualified persons employed or seeking employment within the Federal Government; ensure contractor compliance with the nondiscrimination agreement in all Government contracts; expand and strengthen the efforts to promote full equality of employment opportunity.

The President has also directed that no use be made of the name, sponsorship, facilities, or activity of any Executive department or agency by or for any employee recreational organization practicing discrimination based on race, creed, color, or national origin.

See Agency Order 66 dated April 28, 1961 for more extensive coverage of this subject. Agency Practice 3-713 covers the procedure to follow in filing a complaint.

Official Conduct

The President of the United States has directed the Administrator to issue and review internal directives to assure the maintenance of high ethical and moral standards throughout the FAA. He also directed that those persons occupying the higher positions shall set an impeccable example in this regard to subordinates.

The Administrator in carrying out his responsibilities has stated that "The highest possible standards of integrity and ethics in official conduct are to be promoted and maintained by all employees and representatives of the FAA."

Therefore, to fulfill the requirements of the President and the Administrator, each FAA employee must accept his full share of the responsibility for the maintenance of a standard of conduct which is above reproach.

Each employee should make it a point to re-read Agency Order No. 51 dated July 3, 1961, and Agency Practice 3-735.1, 3-735.2, and 3-735.4.

Juanita Floyd, Southwest Region Flight Standards Division, is shown among the many contributions of articles made by the Southwest Regional Office employees for the victims of Hurricane Carla.



HEALTH BENEFITS NEWS

EXAMPLES OF BENEFITS PAID TO EMPLOYEES UNDER FEDERAL EMPLOYEES HEALTH BENEFITS PROGRAM

Summarized below are examples of actual cases which vividly illustrate the value of the Health Benefits Program for employees.

<u>CONDITION</u>	<u>TOTAL CHARGES</u>	<u>PLAN PAID</u>	<u>EMPLOYEE PAID</u>
(1) Cancer of the Mouth	\$ 2,231.50	\$ 2,017.50	\$ 214.00
(2) Pulmonary Emphysema with Cardiac Arrest	3,391.98	3,162.48	299.50
(3) Injuries from Auto Accident (Expenses of husband and wife)	11,958.10	9,144.25	2,813.85
(4) Cerebral Hemorrhage	8,750.50	7,030.73	1,719.77
(5) Acute Lumbar Back Strain	1,218.80	1,086.20	132.60
(6) Heart Attack	1,165.55	1,092.65	72.90
(7) Cardiac Arrest (Involving a tracheotomy, thoracotomy with open heart massage, intracardiac adrenalin)	11,461.81	10,828.35	633.46
(8) Malignant Tumor of Ovary	3,096.88	2,471.97	624.91
(9) Hernia	382.00	272.80	109.20

N O T I C E

Effective Immediately

Due to increased competition and a keen desire to remain in business, we find it necessary to institute a new policy --

We are asking that somewhere between starting and quitting time and without infringing too much on the time usually devoted to lunch period, coffee breaks, rest period, story telling, ticket selling, vacation planning, and the rehashing of yesterday's T.V. programs, that each employee endeavor

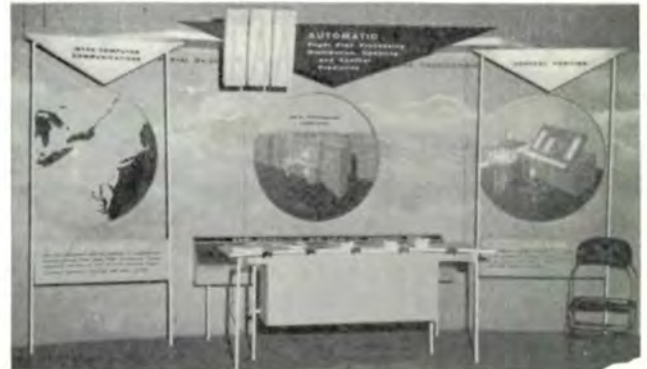
to find some time that can be set aside and be known as the "WORK BREAK". To some, this may seem a radical innovation, but we honestly believe the idea has great possibilities. It can conceivably be an aid to steady employment and it might also be a means of assuring regular pay checks.

While the adoption of the WORK BREAK PLAN is not compulsory, it is hoped that each employee will find enough time to give the plan a fair trial.

THE MANAGEMENT

- St. Andrew's Sunday Tribune

FAA GOES TO STATE FAIR OF TEXAS



The FAA exhibits displayed at the State Fair in Dallas during October created considerable interest as the photos show. Upper left shows control tower and FSS display with explanations by FAA ATS personnel. Upper right, questions were answered automatically by pushing a button. Center left shows an interesting view of an ARTC Center board with "future" controller. The automatic data processing display is at right center and lower right is the FSS teletypewriter weather reports which we have been told were read by thousands.

FAA GETS ANOTHER "PAT ON BACK"

DR. K. W. RAMSEY
DENTONIST
DENVER, N. C.

October 17, 1961

Federal Aviation Agency
P. O. Box 1689
Fort Worth, Texas

Dear Sirs:

I am a private pilot with a thousand hours flying time. This past June I flew (Cessna 170-A) my wife and two sons from North Carolina to Denver, Colorado, south to Albuquerque, Los Angeles, San Francisco, back to Los Angeles, and the southern route back to North Carolina.

I feel compelled to write you this letter commending the efficiency of your agency. It is the most efficient organization that I have ever come in contact with.

I was extended the same courtesy and assistance from coast to coast. Our trip was not only made much safer by the efficiency of your personnel, but also much more enjoyable.

Very truly yours,



KWR:ht

K. W. Ramsey, D. D.

COVER PORTRAIT

ROBERT V. REYNOLDS, DEPUTY ASST. ADMINISTRATOR FAA SOUTHWEST REGION, FORT WORTH, TEXAS

"Big, friendly, positive Bob" is a phrase that you repeatedly hear about Robert V. Reynolds our newly appointed Deputy Assistant Administrator for the Southwest Region.

Bob has been serving as Special Assistant to James T. Pyle, former FAA Deputy Administrator. A 14-year veteran of the FAA/CAA, his first position in 1947 was in the General Safety District Office in Denver as Airman Standards Inspector.

He served in positions of increasing responsibility in the areas of flight operations; he is an active airman, and holds an Airline Transport Pilot certificate. In December 1957 he was named Chief of the General Safety Division in Region One (New York) and in September 1958 he was transferred to Region Four (Los Angeles) in the same capacity.

Before World War Two, he was a fixed base operator and provided basic pilot training under the CPT program.

During World War Two he served as a Group Commander for the Army Primary Flying School and later as civilian and military ferry pilot with overseas duty in the China - Burma - India Theatre participating in flying "the Hump".

Just after his separation from service, he was elected and served as County Judge in Texas. We are delighted to welcome back to his home State, Bob, who was born in Haskell, Texas, and even got his education in Texas at Baylor University.

We know "Judge" Reynolds is going to be a real asset to our region because he is not only a grand guy but a solid aviation expert and enthusiast.



ROBERT V. REYNOLDS
DEPUTY ASSISTANT ADMINISTRATOR, SOUTHWEST REGION