



THRUST A

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ASSISTANT ADMINISTRATOR

Oscar Bakke

DEPUTY ASSISTANT ADMINISTRATOR

Wayne Hendershot

COMMUNITY AFFAIRS OFFICER

Stanley W. Bobskill

THE OFFICIAL EMPLOYEE PUBLICATION OF
THE EASTERN REGION, FEDERAL AVIATION
AGENCY. HEADQUARTERS: FEDERAL BUILDING,
NEW YORK INTERNATIONAL AIRPORT.

EDITOR-IN-CHIEF

Dorothy G. Lerner
Personnel & Training Division
Personnel Relations Branch

As you can see, this page is being revised. We feel that more credit should be given to our reporters out in the field. We have the names of a few reporters, but are sure there are more of you out there... somewhere. Don't be the strong silent type or the shrinking violet. Stand up and identify yourself. All we want to do is put your name in print. This is not a request for articles, but, if you do have an article, by all means, send it in with your name included.

We are interested in our employees, not only as fellow workers, but as members of their respective communities too. Therefore, if an article about you appears in your local newspaper, let us know about it. Then you will be twice as famous and THRUST will be much more interesting.

ANNOUNCING A THRUST FIRST

We have been thinking that THRUST should start taking more of an editorial stand on world affairs and other important matters. So we racked our brains, and although we didn't come up with a solution to the world's problems, we did figure out a way to take your mind off the Cuban crisis, Krushchev's moods, money troubles and the every-day routine. Think about what's funny in the world. Then read further and get all the information on the THRUST cartoon contest. Not only will you feel better, you might even win some money. First prize will be a \$25 bond. Second and third prizes are \$10 in cash and \$5 in cash, respectively. Winning entries will appear in THRUST. The cartoons will be judged by a panel of "experts" appointed by the Eastern Region Club. The close-out date is December 21, 1962, so get those cartoons in the mail. All entries must be submitted on a plain piece of 8" X 11" paper. On the back, type or print clearly: your name, facility and home address.

Send all names, cartoons, and articles to EDITOR, THRUST, EA-156.

We were pleased to learn that Airports Division was the first Division in Regional Headquarters to achieve 100% membership in the Eastern Region Club. They have the right idea. WHY NOT TRY IT?

photography
Joseph Gyimoty

art
Michael D. Bellezza

printing
Thomas J. Travaglini

PICTURE ON COVER

APPROACH LIGHT SYSTEM AT KANAWHA
AIRPORT, CHARLESTON, W. VIRGINIA
COMPLETED JULY 31, 1962.....

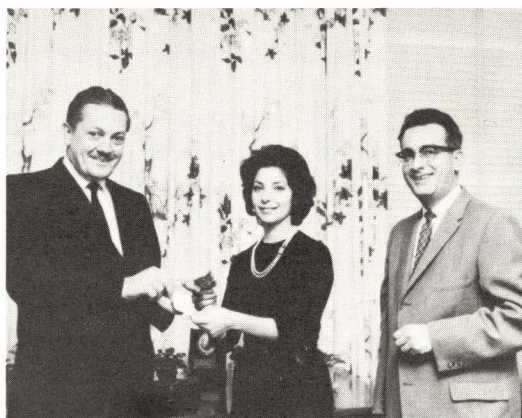
Story on Page 6...

EASTERN REGION CLUB STARTS RECRUITING DRIVE



L. to R., Mr. Bakke, Miss Schipani and Mr. Davidson

As noted in the last issue of "THRUST", a temporary committee has been formed to convert the old Region One Club into the Eastern Region Club. The membership drive has now been started at Regional Headquarters and at the facilities in and around Idlewild and LaGuardia Airports. The drive was kicked-off on Thursday, November 1, with the selling of membership card number 1 to Oscar Bakke, Assistant Administrator, Eastern Region and number 2 to Wayne Hendershot, Deputy Assistant Administrator. A questionnaire was sent out to the employees at Regional Headquarters, LaGuardia and Idlewild Airports asking what activities they were most interested in having the Club initiate. The response to the questionnaires was very good and the Club is now investigating these areas of interest which included discount purchasing, group buying, group overseas tours, theater parties, and dances. We have been advised that the membership



L. to R., Mr. Hendershot, Miss Schipani and Mr. Davidson

drive has moved into high gear and the temporary committee is now busily engaged in making arrangements for an election so that the members can vote for the Officers and Board members who will take over the operation of the Club in January 1963.

Plans are now being made to expand the Club to other areas of the Eastern Region so that FAA and other government employees who are interested will be able to join the Club and participate in the group activities. There will be more about this in the next issue of "THRUST."

The temporary committee for the Eastern Region Club has requested that we ask the Eastern Region personnel outside of the New York Metropolitan Area to submit their own ideas for the Eastern Region Club. Those who are interested please send your ideas and comments to code EA-154 at Regional Headquarters.

PROVIDENCE CS/T SAVES THE DAY

On October 20, 1962, ATCS Arthur J. Venne, on duty in the Providence CS/T, received a radio call from a pilot advising of a forest fire starting one mile west of the main highway at Saybrook, Connecticut. This information was immediately relayed to the Forestry Service through the facilities of the Airport Emergency Crew at the T. F. Green Airport, Warwick, Rhode Island. In addition, it was relayed to the Flight Service

Station at Bradley Field, Connecticut.

Later during the watch, a reporter from the HARTFORD COURIER newspaper called seeking information on the FAA's participation in reporting the fire. The reporter advised that it had taken three and one-half hours to put out the fire, and he was writing an article in the newspaper with emphasis on the cooperation of all concerned in the incident.

POSITION CLASSIFICATION

There have been some questions concerning the classification of air traffic control specialist positions. Principally, employees want to know about the "freeze" on facility levels.

As you know, we had a large-scale upgrading of many air traffic positions on October 1, 1961. This upgrading resulted from the Civil Service Commission's having issued new criteria governing the classification of the positions. New criteria normally result in the issuance, by the Commission, of new position classification standards. However, the development of complete, official standards is a rather lengthy procedure. Therefore, the Commission authorized the FAA to go ahead with the upgrading on the basis of the new criteria in advance of the actual publication of a standard. Meanwhile, work was to go on to develop such a standard.

The idea was to permit the FAA to recognize those higher grades upon which agreement had been reached, and not to hold them up unnecessarily while the standards writing work was being done. However, neither the Commission nor the FAA knew what the eventual standards would look like. In fact, it was not certain that "levels", as such, would even continue to exist. Therefore, the Commission gave the FAA a moratorium on the use of count as a classification index, and all facilities are being held at the levels they had on June 16, 1961. As this issue of Thrust goes to press, we've received word of a single exception to the level freeze. The exception is that we will recognize changes in level which result from addition or withdrawal of approach control.

Meanwhile, work continues in Washington between the FAA and the Civil Service Commission towards the publication of new position classification standards.

F. S. E. E.

The United States Civil Service Commission has announced a new Federal Service Entrance Examination for 1963. This examination has become a traditional means for persons with a college education or equivalent experience to enter a wide variety of career fields in the Federal Civil Service.

We feel certain that among the Eastern Region employees, there are many who will want to consider taking this examination. It may prove to be the door to lines of work and promotional opportunities they have been seeking.

Copies of the examination announcement may be obtained from the Board of U. S. Civil Service Examiners, which is located in Room 220 at the Regional Headquarters.

CSC CHANGES MINIMUM AGE FOR APPLICANTS

Civil Service Commission has informed Federal agencies of a change in minimum age requirements for civil-service applicants.

Although, the general minimum age for jobs in the competitive civil service remains at 18, the minimum age for high-school graduates has been changed to 16 provided there is conformance with Federal, State, and local laws relating to minors and to the Fair Labor Standards Act. CSC may establish a minimum age other than the foregoing if it and the agency concerned agree the age change meets the needs of sound administration.

There continues to be no maximum age for civil-service examinations.

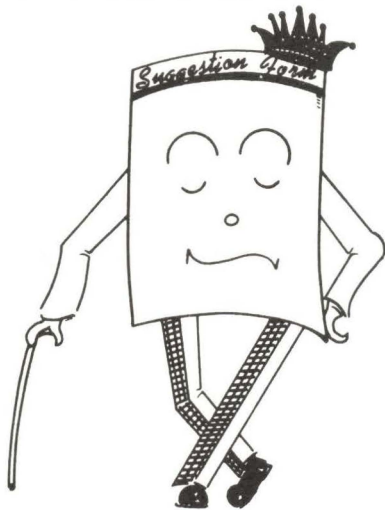
FAA POLICY ON EQUAL EMPLOYMENT OPPORTUNITY

The Federal Aviation Agency's Policy on Equal Employment Opportunity requires that the highest standards of democracy be maintained and that every employee and every applicant for employment receive equal treatment and opportunity based solely on consideration of merit and fitness.

In accordance with the provisions of Executive Order 10925 and the FAA policy as set forth in Agency Orders AD 1000.2 dated April 28, 1961, and PT P 3300.1 dated January 30, 1962, there shall be no discrimination within the Federal Aviation Agency against or in favor of any employee or any applicant because of race, color, religion or national origin.

Placards defining the FAA policy and procedures relative to filing a complaint of discrimination have been distributed to all Eastern Region field facilities for posting. These placards are also prominently displayed in selected locations within the Federal Building.

EMPLOYEE SUGGESTION CAMPAIGN



Pictured here are two of the posters which were a part of the prize winning promotion program for the FAA Economy Campaign.

**The Red Carpet
is out**



More than a million cost-conscious Federal employees have given Uncle Sam "something extra" on the job to the tune of nearly a billion dollars in aggregate benefits to the Government under the 7-year-old Government-wide incentive awards program, Civil Service Commission Chairman, John W. Macy Jr., announced. For their work-improvement suggestions and superior job performance these employees have received cash awards totaling \$181 million.

During the year ended June 30, 180,000 employees contributed constructive suggestions and performance beyond job requirements valued at \$136 million.

"I am proud of this evidence of cost awareness among Federal Employees," Mr. Macy said. "It is in keeping with the President's objective of maximum efficiency and economy in Government operations and his call for Federal workers to help get the most from every program dollar."

He reported that during the last fiscal year Federal agencies adopted more than 104,000 employee suggestions with a value to the Government of nearly \$65 million in savings of man hours, supplies, equipment, and paperwork. In addition, there were often benefits such as better reports, higher quality products, and improved service to the public which could not be measured in dollars. The suggestors received nearly \$3 million in awards, the majority of which ranged from \$15 to \$50 per suggestion.

Excellence of work performance above job requirements or special achievements brought recognition and cash awards of over \$10 million to 76,000 employees, with most

individual awards ranging between \$100 and \$250. "Benefits to the Government resulting from efforts of employees who 'went the extra mile' were valued at \$71 million," Mr. Macy said. "Additional benefits from their efforts not possible to measure in dollars included scientific break-throughs, technological advances, strengthened national defense, and protection of public health."

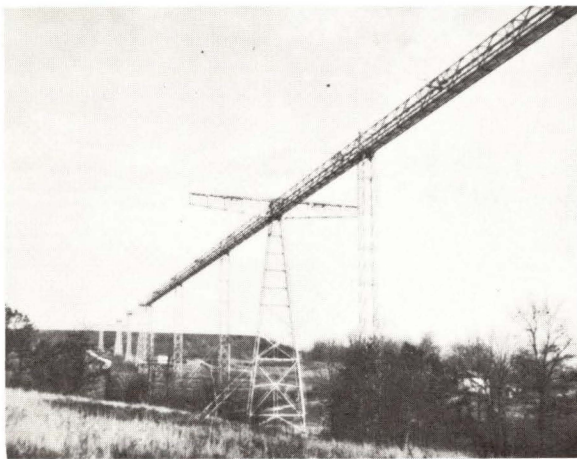
"For the best overall success we have to reach out to all our employees and try to inspire them to serve as outposts of management in searching for cost reduction and other improvements in the operations that they observe in their daily work. We must encourage our supervisors to invite constructive ideas and see that they get rewards for the better results they can achieve," Mr. Macy explained.

FAA WINS NASS AWARD

At the recent conference of the National Association of Suggestion Systems held in New York City, the FAA won the NASS 1962 Honor Award for the "Most Outstanding Promotional Program." This award was based on the recent Economy Campaign conducted throughout the Agency during April and May of this year. The National Association of Suggestion Systems includes membership of major industrial and business firms throughout the United States and Canada as well as all Federal government Agencies. We can boast with pride.

WHAT'S NEW IN MAINTENANCE ???

These photos show the latest wrinkle in the construction of approach light systems. Previously, the maintenance men had to climb up and down each tower for repair work. The addition of the catwalk allows them to walk from tower to tower eliminating the climbing. Thus, the operation is rendered safer and more efficient. There is also a great saving of wear and tear on our maintenance men. The catwalks are only utilized where there are three or more consecutive towers 100 feet high or higher.



View of the Tower at Wilkes Barre, Pa. shows the catwalk and 1,000 foot marker



Three hundred foot high Tower at Charleston, West Virginia, also sports catwalk



Maintenance man eye view of catwalk at Charleston, West Virginia

"FEDERAL SALARY REFORM ACT OF 1962"

In response to questions already received on the newly enacted Federal pay legislation, and in anticipation of still further questions, the Civil Service Commission has prepared the following questions and answers for the information and guidance of Federal employees.

Q. Why is the new pay law called "salary reform" instead of a "pay raise?"

A. Increasingly over the years, Federal salary systems have failed to meet the needs of the Federal Service. President Kennedy has said that Federal employees' salaries "should be fixed under well-understood and objective standards, high enough to attract and retain competent personnel, sufficiently flexible to motivate initiative and industry, and comparable with the salaries received by their counterparts in private life. To pay more than this is to be unfair to the taxpayers -- to pay less is to degrade the public service and endanger our national security."

Q. How does the new pay law measure up to the President's criteria?

A. To meet the President's criteria for a Federal pay system, Public Law 87-793 is based upon the two principles,

(1) comparability of Federal and private enterprise salaries for the same levels of work, and

(2) internal alignment that provides equal pay for equal work and pay distinctions in keeping with distinctions in work and performance.

The law provides raises in varying size for employees in the four statutory salary systems affected. Rather than being "just another pay raise," however, revised salary schedules go a long way toward making a reality of the much-needed comparability between public and private salaries. Significantly, the law also establishes a policy for annual review of salaries to assure continued comparability between public and private salaries.

Q. What are the effective dates of the new salary rates?

A. Increases will be in two phases -- effective the first pay period after October 11, 1962, and January 1, 1964. The increases were phased over two fiscal years in order to prevent undue budgetary and economic impact

in any one year. The first raise is the largest in most grades.

Q. What method was used to determine that the new salaries are comparable with salaries in private industry for the same levels of work?

A. Basis for the new salaries is the 1961 survey report of the Bureau of Labor Statistics, which furnished private-enterprise salary information for occupations representative of the Classification Act.

Q. In converting a General Schedule employee to the new pay scale, how will it be determined what rate he will be in?

A. He will go in the corresponding rate. For instance, if he was in the fourth grade of GS-5, he will go in the fourth rate of the new GS-5.

Q. What if he was in a longevity rate?

A. The longevity rates, which followed the regular seven rates in most grades, may be numbered 8, 9, and 10 for convenience. In those grades, a person formerly in the first longevity step will go to rate 8, a person in the second will go to rate 9, etc.

Q. What is the time interval between within-grade increases?

A. Instead of the former 1-year or 18-month waiting period, the increases will take effect as follows: once a year for the first three increases, once every two years for the next three increases, and once every three years for the next three increases. Thus the increases will be most frequent when proficiency on the job normally increases most rapidly. This will bring employees in grades GS-1 through GS-10 to the top of their grades in 18 years, grades GS-11 through GS-14 in 15 years, grade GS-15 in 12 years, and grades GS-16 and 17 in 5 years. GS-18 has only one rate.

Q. Does the pay reform law make any provision for within-grade raises because of high quality performance?

A. Yes, the law allows giving such increases not oftener than once a year in order to reward and encourage high quality performance. The Civil Service Commission will develop regulations, in consultation with agencies and employee organizations, for guidance in this area. Agencies may not grant quality increases until the Commission's regulations are issued.

"FEDERAL SALARY REFORM ACT OF 1962"

Q. Is a minimum raise provided for an employee who is promoted from one grade to another?

A. Yes. His salary will be increased an amount that is at least the equivalent of two within-grade increases in the grade from which he is promoted. For example, an employee in the 9th rate of GS-6, whose salary is \$6,395 and whose within-grade increases are \$170, would be promoted to a rate in GS-7 that is at least \$340 (twice the \$170 within-grade increase) more than his \$6,395 salary. In this case, the employee would be promoted to the 8th rate in GS-7, \$6,835.

Q. The new law provides that an employee will receive on promotion an increase equivalent to at least two within-grade increases in the grade from which he is promoted. What size increase would an employee receive when promoted from grade 3, where the within-grade rates are not all equal?

A. To meet this special situation, employees in grade 3 at the time of promotion receive a minimum of two within-grade increases in the following way:

- (1) employees in rates 1 through 4 -- \$210;
- (2) employees in rate 5 -- \$215;
- (3) employees in rate 6 -- \$235;
- (4) employees in rate 7 or above -- \$250.

Q. How about employees who had been in the seventh rate of the grade for a long time but who were prevented from getting longevity rates because they had been in the grade for less than 10 years?

A. They will be converted to the corresponding rate, and then their time in the 7th rate will be applied toward the time requirement for the next rate. For example, a person who had served 4 years in the top (seventh) rate of GS-5 will be put in the 7th rate of the new grade 5, then moved to the 8th because he had served the 3-year service requirement for that rate. However, the extra year will not count toward his 3 years for moving up to the 9th rate.

Q. How would the conversion effect employees in grades GS-11 to GS-17 who under the former system served 18 months in order to earn an increase?

A. They too will be put in the corresponding rates. For example, a GS-12 in the 2nd

rate will be converted to the 2nd rate. If he has already served at least a year at the 2nd rate, he will be moved automatically to the 3rd rate. However, if he has served less than a year, his conversion will be to the 2nd rate and upon conversion, he will continue serving his 1-year requirement for the 3rd rate.

Q. Employees in grade 1, 2, and 3 are entitled to an extra within-grade increase when the law becomes effective. Employees in these grades who are in the top longevity rate are, in effect, in the tenth rate. On conversion, how will they be given an extra within-grade increase when there are only ten rates in the new salary schedule?

A. The law recognizes this situation by providing that such employees be paid at the highest rate of the grade plus an amount equal to the value of the maximum within-grade increase provided for that grade.

Q. There has been a lot of talk about within-grade increases being more difficult to obtain under the new law. Is this true?

A. They will no longer be automatic. Within-grade increases now will be granted, within the time requirements, where work is of an "acceptable level of competence" as determined by the head of the Agency.

Q. What is meant by "acceptable level of competence" and who determines when work is of an acceptable level of competence?

A. Where specific work standards have been established for a position, the determination as to whether an employee's work is of an acceptable level of competence would ordinarily be made on the basis of whether the employee meets these standards. Generally, work of an acceptable level of competence denotes work of a degree above that typified by the marginal employee. To state it differently, work is not of an acceptable level of competence when quality or quantity of work is such that the employee concerned barely escapes removal from his position. Mere retention in the job does not justify the conclusion that work is of an acceptable level of competence. The actual determination of what is an acceptable level of competence is a responsibility of the employing agency.

Q. If an agency determines that an employee's performance does not meet an accept-

FEDERAL REFORM ACT, CONT'D.

able level of competence, what rights does the employee have?

A. First, an employee may request a reconsideration of the agency's determination that his work was not of an acceptable level of competence. If the determination upon reconsideration is favorable to the employee, the new determination replaces the earlier one and is effective as of the date of the earlier determination. Second, when an employee's work is determined not to be of an acceptable level of competence, the agency shall make a new determination within one year. If the new determination is favorable to the employee the effective date for the within-grade increase is the first day of the first pay period beginning on or after the day the new determination is made.

Q. Will the new law correct the situation that sometimes occurred when a supervisor received no more or even less pay than some of his subordinates paid under another pay system?

A. Yes. The situation sometimes occurred when a supervisor was paid under the Classification Act and his employees were paid at wage-board rates. The new law authorizes raising his pay to any rate of his grade necessary to make his salary higher than the pay of his employees.

Q. Is any provision made for higher pay for shortage-category positions?

A. Yes. A more flexible method is now employed for attracting candidates for hard-to-fill positions. Instead of raising entrance pay above the minimum and leaving the maximum of the grade at the same level, a method of pay which reduced and sometimes eliminated incentives, the new pay bill provides for raising rates for the whole grade. For example, \$9,475 is the minimum and \$11,995 is the maximum of GS-12, and if it is decided to raise the entrance salary for a certain job to \$10,735 (5th rate), an increase of \$1,260, each succeeding rate would be raised by the same amount for a total of the entire 9 rates, making the maximum \$13,255. In no case can the entrance salary be raised above the seventh rate of the grade.

AN OL' TIMER RETIRES



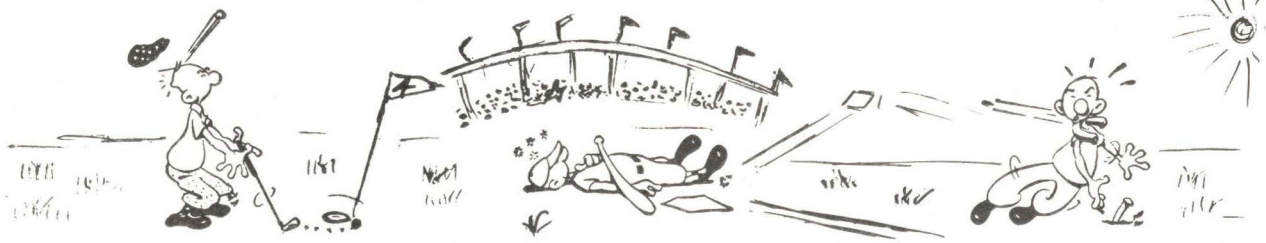
Pictured above are Mr. & Mrs. Bill Burney. Mrs. Burney is being shown some of the equipment used by an FSS Specialist...

On October 25, 1962, an appreciation party was held for W. S. Burney, retiring Chief of Cincinnati Flight Service Station. The party was held in the Skychef Lounge at Greater Cincinnati Airport and was attended by numerous friends, approximately 75 were present, in Cincinnati aviation circles. Leslie Berg, Cincinnati FSS, was MC for the ceremonies marking the end of a 39 year career in government service. Woodrow, "MAC", McKay, Chief of Greater Cincinnati Tower, made the presentation of an automatic wrist watch engraved appropriately with reference to Bill's long and loyal service with the Agency. Mrs. Burney, Isabelle, was presented with a corsage and gift for her partnership and assistance during Bill's tenure.

The wide acceptance and recognition afforded to Cincinnati FSS by aviation is an indication of Bill Burney's guidance in carrying out Agency responsibilities. Bill's many friends in aviation will miss him and they wish him many happy healthy years of retirement at his home in Moultrie, Georgia.

Bill Burney is an old timer and it is interesting to note that his first assignment with the old Bureau of Lighthouse Keepers and his last assignment with the FAA was at the Cincinnati Station. He was also on duty at Kansas City Station when the aircraft bearing Knute Rockne landed and departed with the resultant tragedy.

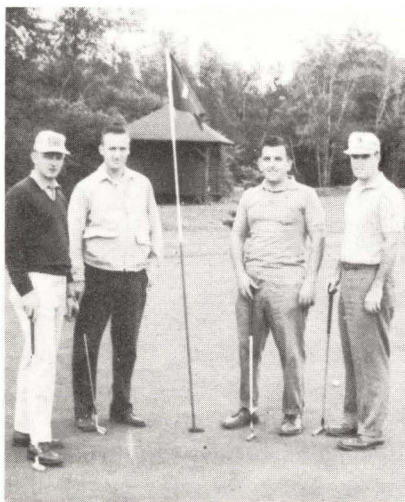
SPORTS OF SORTS...



THE HEAD TABLE AT THE TOURNAMENT BANQUET...



ON THE TENTH GREEN AT WESTOVER...



The annual golf tournament of amateur champions between the Boston and New York Center areas took place on September 19, 1962 at Westover Air Force Base in Chicopee Falls, Massachusetts. The day was clear, cool and sunny, a perfect day for golfing, yet the post-mortem excuses could be heard by many far into the night from both sides.

New York sent forth their gallant regulars in a vain attempt to recover the trophy that Boston has won for the past two consecutive years. However, due to the accuracy and sharp playing of S. Poe, A. Urban, S. Wheeler, D. Haywood, A. Casciano, L. Denning, to mention a few, of the Boston team, New York suffered their third straight defeat giving Boston permanent possession of the classic golf trophy. This trophy will now permanently adorn the office of C. Kynock, Chief of the Boston Center who justifiably feels proud of the Boston area golfers who won it.

In addition to golfing this year, a new challenge was set up between the two centers, namely tennis. This also proved to be fruitful for the Boston Center as they won the new

G. KYNOCK, CHIEF, BOSTON CENTER ACCEPTS THE GOLF TROPHY FROM L. NANGLE, TOURNAMENT...



... OVER THE REGION



FAA'ers MAKING MERRY AT THE WESTOVER OFFICER'S CLUB...

THE TWO CENTER CHIEFS POSE IN GOLF POSITIONS...



trophy for the first year without any contest from New York. Ably led by C. McDonald and A. Zweil, and backed by B. Forbes, K. Fisher, G. LeSeige, J. Palmer and N. Guild all of the Boston Center, the tennis match proved to be a one sided victory by reason of default. A firm promise of a better showing for next year's match was given by the New Yorkers who did arrive for the other contests.

The host at this annual affair, Major General Walsh, Deputy Commander of SAC's 8th Air Force, provided both the New York and Boston area personnel with a most memorable day. With Colonel Howell and Mr. N. Tyler of Westover guiding the way, all functions moved smoothly and efficiently throughout the day. The festivities were topped by an excellent meal. A congenial atmosphere reigned at the end of the day to prove, once again, that the New York and Boston Centers along with SAC's 8th Air Force, work well together in the serious business of Air Traffic Control and the less serious yet equally important friendly rivalry of sports.



THE VICTORIOUS TENNIS CHAMPIONS FROM BOSTON...

EMPLOYEE CONDUCT

It is an established policy of the Federal Aviation Agency that from time to time the obligations of its employees be restated and re-emphasized. The reason for this policy is to remind us that we are expected to maintain certain standards of conduct and must be careful that through carelessness or lack of understanding of this responsibility we do not commit breaches of conduct that would reflect discredit on ourselves or on the Agency.

All of us expect the Agency to fulfill its obligations to us; such as, to pay us for the work we do, and to provide us with reasonable job security. Conversely, we must realize that we owe certain obligations to the Agency. We are obliged to provide a full day's work for a full day's pay and give to our job performance our most earnest effort and best thought. We are obliged to comply with all of the established policies, rules and regulations of the Agency, and, in addition, to maintain personal standards of conduct, both on and off the job, that will reflect favorably on us as individuals, and on the FAA.

It is the prescribed policy of the FAA as stated in Agency Order AD 1000.1 of July 3, 1961, 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." This policy must be our guide in all of our contacts with other employees of the Agency, with the aviation industry, and, with the general public. It is not possible, in this limited space, to list all of the "do's" and "don'ts" for employees of the FAA; but, the various Orders and Notices that have been issued and circulated are always available for use as a guide for our actions.

There are, however, certain specific areas of employee conduct that we are required to re-emphasize periodically. It is expected that, as employees of FAA, we will engage in no outside employment, or other activity, that is not compatible with the full responsibilities of our positions, and that we will never accept for ourselves or our families, any favors, monetary or otherwise, or any

benefits which under any circumstances might be construed, by reasonable persons, as influencing performance of our duties, or which might have an adverse effect upon the confidence of the public in the integrity of this Agency.

It is further expected that employees of the FAA will not accept compensation for consultations, lectures, discussions, writings or appearances where the subject matter is devoted substantially to the responsibilities, programs or operations of the FAA, or which draws substantially upon official data or ideas which have not become public information. This does not prohibit the acceptance of reimbursement, to the extent permitted by law and regulation, for actual travel and subsistence expenses not

otherwise covered by government payment; however, it does prohibit acceptance of reimbursement or payment for entertainment, gifts, excessive personal living expenses, or other personal benefits.

This does not exclude employee participation in the affairs of any charitable, religious, non-profit educational, public service, or civic organization; nor in the activity of any national or state political parties that are not prohibited by law. Nor does it exclude the acceptance of awards for meritorious

public contributions which are given by public service or civic organizations.

As employees of the FAA, we are responsible for complying with the Agency Policy on Official Conduct which is quoted above, and supervisory employees are additionally responsible for maintaining this Policy. In addition, you are reminded that all violations of this Policy are to be promptly brought to the attention of the Chief, Compliance and Security Division, Eastern Region, EA-100.

We enjoy a favorable reputation with both the aviation industry and the general public, and all of our efforts should be directed towards enhancing this reputation and avoiding any acts or activities which might lessen it.

THOUGHT FOR THE DAY

If you are too busy to take an interest in your government, feel that discussing politics is bad for your health and beneath your dignity, have no desire to vote because it takes time and you don't know the candidates anyway, then at least take time out for one thing...teach your children to count in rubles.



GRADUATES OF MATERIEL SPECIALIST TRAINING COURSES

Forty-seven members of the Systems Maintenance Division and four members of the Materiel Branch, Installation and Materiel Division, have completed an 80 hour Materiel Specialist Training Course. A series of six classes were completed between June 4th and October 12th, 1962, at Regional Headquarters.



CLASS 1

The course curricula included such subjects as supply management, procurement, contracting, transportation, storage, real estate, utilities, budget programming and fiscal control, and records management. Materiel Specialist have been recently assigned to 16 Systems Maintenance District Offices and 19 Sector Offices.



CLASS 2



CLASS 3

CLASS 4

Their professional speciality will bring to the Systems Maintenance Division a direct and vigorous approach bearing on all materiel activities at the field level.

M. Kozulak and P. Dowd of the Materiel Branch conducted the series.



COMMUNITY CHEST FUNDS

During the fall of each year, Community Chests throughout the country appeal for support in their fund raising drives.

Whether the fund in your community is called United Givers Fund, Red Feather, or, as in New York City Metropolitan Area, the "Greater New York Fund", all FAA employees are urged to contribute to their local community chests as generously as possible, thereby giving evidence of their concern and compassion, as well as their community interest.

For example, we in the Headquarters and our adjacent field facilities are participating in the Greater New York Fund campaign in support of its annual appeal for providing financial assistance to 425 hospital, health, and welfare agencies. Mr. Irving Mark, Executive Officer of the Eastern Region, has been appointed to serve as the Chairman for this campaign.

The Greater New York Fund Campaign is being conducted from October 25 to November 22 (3 pay periods) to afford Eastern Region employees in the New York Metropolitan City area the opportunity to contribute to this worthy campaign. As in past fund campaigns, Division "Keymen" have been designated to solicit funds.

Without our support, Fund-supported clinics, camps, youth clubs, legal aid, visiting nurses, voluntary hospitals, and dozens of other organizations would find it very difficult to go on aiding and comforting the sick, the lonely, the homeless, the abandoned, the aged, and the handicapped. Contributing to these Funds means that everyone -- regardless of race, creed or position -- will benefit -- will be assured of the swift, merciful ministering of aid that may save a life, mend a broken family, shelter a homeless child, rehabilitate a problem youngster, salvage the handicapped for useful existence, or provide homes for the aged.

It would be appropriate that we who have recently had the good fortune to receive a pay increase, express our appreciation by helping those less fortunate than ourselves. Let's achieve 100% participation and make this campaign the most successful we've ever had.

ASSISTANT ADMINISTRATOR, EASTERN REGION, APPOINTED AS CHAIRMAN, FEDERAL UNIT OF THE GREATER NEW YORK FUND CAMPAIGN



Mr. Oscar Bakke, Assistant Administrator, and Mr. Irving Mark, Executive Officer, Eastern Region display Greater New York Fund Poster during recent "Keymen" meeting which "kicked-off" the Fund Campaign at Headquarters and at all field facilities in the New York City area. Mr. Kantor, representative from the Greater New York Fund, attended this meeting.

Mr. Oscar Bakke, Assistant Administrator, Eastern Region, has been appointed Chairman of the Federal Unit of the 1962 Greater New York Fund Campaign. In this capacity, Mr. Bakke is guiding the fund activities of 130 Federal installations in the local Metropolitan New York City Area in this Campaign.

Recently, at a Greater New York Fund meeting, Mr. Bakke was host to top executives of eighteen major Federal agencies. In a speech to those in attendance, Mr. Bakke urged the full support of this campaign by all local Federal agencies. He stressed the importance of supporting Community Chests, the vital services the Greater New York Fund renders to New York City, and how these community services affect the lives of nearly four million people each year.

Sam Steele (W8GAV) removed a Filter Choke from his Ham Station to keep Stand-by equipment operating at CLE VOR. Rumor has it he is asking for reciprocal consideration.

GOOD HEALTH HABITS

Take no chances with your eyesight. Your eyes are a priceless possession - protect them! If you lose a leg, an artificial limb may prove a great help, but if you lose an eye, you can't buy one that can enable you to see. Guard your eyes by proper care and treatment.

Your eyes can be seriously injured by flying dust, cinders, splinters, bits of steel and other fine particles.

If you get something in your eye, have it removed promptly. Rubbing the eye is dangerous - a foreign body may scratch or become more deeply imbedded - a piece of metal may rust. If the particles cannot be washed out within a few minutes, it is best to see a physician.

Avoid rubbing the eye with soiled hands, handkerchiefs or towels. If you don't see well, if you notice spots before your eyes, colored rings around lights or flashes - consult your physician at once. He may send you to an eye specialist.

Persons engaged in care of eyes are:

(1) The Optician - he grinds, fits and supplies glasses.

(2) The Optometrist - he is licensed to examine the eyes and prescribe and provide lenses or visual training needed. Since he is not a medical doctor, if he suspects eye disease, he will refer the patient to a physician for medical care. He may use the initials O. D. after his name.

(3) The Ophthalmologist is a physician licensed to practice medicine and surgery who specializes in treatment of eyes, diseases and optical defects. He will prescribe or provide lenses or visual training needed. He may use the initials M. D. after his name.

Learn the symptoms of eye trouble:

Rubbing eyes excessively.

Closing one eye to see clearly.

Tilting or thrusting head forward to see.

Squinting or frowning to see.

Headaches or eye aches.

Eye fatigue.

Blurred vision.

Inflammation or soreness of eyes or lids.

Colored halos around lights.

Spots before the eyes.

Any one of these symptoms is a warning that something should be done. Get a thorough eye examination. What may appear to be a

relatively minor symptom may be the only early sign you will have of a serious eye disease.

Do not delay in getting good care for your most precious possession -- YOUR EYES.

PORT COLUMBUS TOWER CHIEF SPANS AN ERA

Charles L. Vermillion, Chief of the Port Columbus Tower, known as "Chuck" to his many friends, is pictured above as he stands near several photographs which depict the changing types of aircraft at this Ohio airport during his thirty-two years of service.

The significant fact for the Air Traffic Service in all of these many years' experience is that "Chuck", one of the real long time veterans of the air traffic control profession, represents a personal cross-sectional picture of the evolution of ATC from the days of individual city operation to the present FAA organization.

His career started at the airport with the Western Union Telegraph Company when Port Columbus was still an infant. Passengers on the former T. A. T. airline traveled on a relay system from New York to Los Angeles that involved both air and rail transportation. This route, one of the originals, was by rail from New York to Columbus; plane to Waynoka, Oklahoma; rail to Clovis, New Mexico and plane to Los Angeles.

Following this came a period of some four years during which airport traffic control service was provided by the city. The initial complement consisted of two men, Mr. Vermillion and Mr. Al Strete, who retired recently from a position in the Central Regional Office. Today the complement of Port Columbus Tower is forty-five.

On February 12, 1942, the operation was taken over by the former Civil Aeronautics Administration and continued under the Federal Aviation Agency. Down through the years with the constant change in aircraft, steady improvement in equipment and procedures both in the air and on the ground, "Chuck" has remained in his home town. His efforts have gone far toward promotion of aviation by assistance to the Ohio Division of Aviation and the Ohio State University programs. Columbus approach control handles the IFR traffic for the Lockbourne Air Force

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----- NIAGARA TOWER HONORED -----

On September 11, 1962, the Niagara Falls Tower personnel were presented with a scroll by the Bell Aerosystems Company for their efforts in a recent fire incident and for ten years of cooperation during flight testing of equipment developed by this company.

The fire incident occurred on June 26, 1962, when a spark from a diesel generator set fire to some grass, which in turn, ignited oil and other combustible waste, causing a considerable conflagration in the vicinity of several closed trailers occupied by five Bell Company employees and approximately five million dollars worth of equipment. An FAA Tower Operator noticed the blaze and immediately notified the local Air Force Fire Department. Because of the Operator's alertness and swift action, equipment, which if lost, would have delayed a Navy Program for two years with subsequent almost incalculable cost to the Government, and the lives of the five people were saved.

The ten years of service which the Niagara Tower personnel had rendered to the Bell Company, concerned routing air traffic during the time the Bell people were testing and developing automatic landing systems.

The FAA was represented at the presentation ceremony by D. D. Thomas, Director of Air Traffic Service, Washington, D. C.; Wayne Hendershot, Deputy Assistant Administrator, Eastern Region; Mark Hammond, Assistant Chief, Air Traffic Division, Eastern Region; Alexander Winick of the Washington Office, Head of the System Design Team, Bureau of Research and Development and William Bresnick of Boston, presently serving as National President of the Air Traffic Control Association.

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Base in addition to Port Columbus.

Aside from work and an active interest in civic affairs, his main interest is his family, wife Kathryn and three fine daughters, Carol, Charlene and Marsha. When time permits, he enjoys working around his home or playing golf on the course nearby.

On June 14 of this year "Chuck" became a grandfather for the first time. At the time he received the announcement that daughter Carol had a new son, he was conducting a meeting as Area Coordinator.



Left - right- Wayne Hendershot, Deputy Assistant Administrator for Eastern Region; Neil A. Montone, Director of Marketing, Bell Avionics Division; Vincent P. Carroll, Tower Chief Controller at Niagara Tower; William Bresnick, President, Air Traffic Control Association; and Mark Hammond, Assistant Chief, Air Traffic Division, Eastern Region.

AL HENDRICKS RETIRES

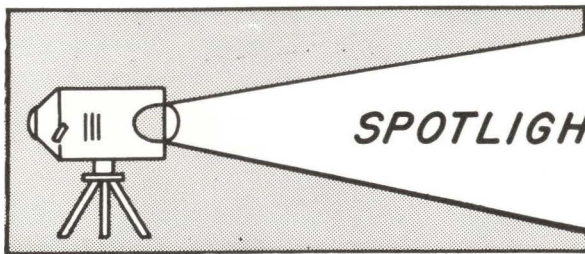
January 1, 1963, will mark the completion of thirty-six years of Government service for Arnold L. (Al) Hendrick, and at that time Al is planning to retire.

Al hails from the state of Maine, and completed a four year hitch in the Coast Guard prior to entering the old CAA in December 1930. He began his career with the CAA as an Assistant Radio Operator in St. Louis, Missouri. Subsequent assignments have taken him to New Hampshire, West Virginia, Maine, Pennsylvania, and, during World War II, to the South Pacific. Since January of 1949, Al has been Chief Flight Service Specialist at Albany County Airport.

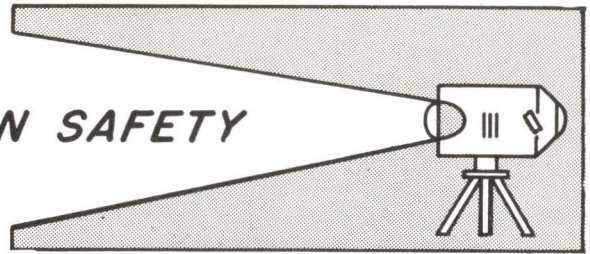
His outside interests consist mostly of hunting and fishing. While hunting in Florida is somewhat limited, we have it, on good authority, that Al plans to wet a line, as often as time will permit, after he and Mrs. Hendrick are settled there.

Recently, Al was honored with an outstanding performance rating and an award for sustained superior performance, both well deserved.

We are sure that Al's many friends throughout the FAA and the aviation industry wish him well for the years to come.



SPOTLIGHT ON SAFETY



ELEMENTS OF SAFETY FOR SUPERVISORS

In order that the accident rate may be reduced to an absolute minimum, it is imperative that each supervisor be aware of his or her responsibility for insuring the safe completion of each job.

Supervisors are looked upon as leaders. Real leadership requires a feeling of responsibility for the welfare of each person in the working group as well as for the quality and quantity of work produced. No job can be considered as having been efficiently accomplished if an accident interferes with the planned procedures.

Some of the important elements that supervisors should consider in completing work satisfactorily are:

1. **PLANNING.** Plan each job properly. Make sure that the proper materials and equipment are available when needed and that each person is specifically instructed in the use of such equipment. As a supervisor, you know from past experience what hazards may crop up at certain stages of your operation, and should advise your employees well in advance so that action may be taken to circumvent these hazards.

2. **TRAINING.** It is most important that employees be properly trained. Despite all safety devices and equipment, the best safety device still known is a careful worker. An untrained person not only imperils himself but frequently jeopardizes the safety of others. The Regional Occupational Safety Officer is available to assist you in evaluating any dangers in the performance of work in your department. Further, every supervisor is expected to immediately correct any hazard or unsafe work procedure that he sees or is reported to him, and if corrective action lies beyond his scope of responsibility, he should report it to the Regional Occupational Safety Officer at once.

3. **ATTITUDE.** It is important that every supervisor have the proper attitude and instill in his subordinates a high spirit of teamwork and cooperation. A good supervisor

will set an example for his employees by practicing what he preaches. If you instruct a person in a safe procedure and disregard the rules yourself, you do more harm than if you say nothing. It is most important to say what you mean and mean what you say. By your leadership and example, the employees will in turn form the proper attitude regarding all aspects of their work, including safety.

4. **INSPECTIONS.** Giving an employee the proper equipment and instructing him in the use of it is not in itself sufficient to prevent an accident. It is important for you yourself to know how well your instructions are being followed and to assist and advise your employees as necessary. Never assign a person to a job which they have not performed before without assuring yourself that they are capable in every respect - physically and mentally - to perform the job safely.

5. **DISCIPLINE.** If a supervisor does a good job of training his people, a minimum amount of discipline should be necessary to insure that they perform satisfactorily. Don't tolerate unsafe practices any more than you would tolerate sloppy workmanship. A job completed at the price of an injury is not a bargain.

6. **ACCIDENT INVESTIGATION.** It is important that you, as a supervisor, know how to investigate an accident properly. If you don't know true facts, intelligent corrective measures cannot be applied. The time to investigate an accident is immediately after it occurs. The reason for investigating an accident is not to place the blame but rather to determine what happened so that the proper action can be initiated to prevent it from occurring again.

These thoughts regarding your duties and responsibilities as a supervisor for preventing accidents are by no means all-inclusive. You, as a supervisor, are also expected to exercise initiative and ingenuity in taking whatever steps you may deem necessary to insure that each person's work is completed without accident.



PLANNING PERFORMANCE IMPROVEMENT PROGRAM

On September 4, 1962, the Eastern Region initiated the new FAA Performance Improvement Program. In the past, the FAA has had various programs, for evaluating the efficiency of employees, which met with varying degrees of success. Since 1950, Government Agencies have been required by law to provide an employee performance rating plan approved by the Civil Service Commission and meeting certain legal requirements. The Performance Rating Program under which we are now operating meets the minimum requirements of this law. However, if the Agency is to continue to improve and expand its program and services to meet the nation's present and future aviation needs, there must be a concerted effort throughout the Agency to improve individual and organizational performance and efficiency.

The objectives of the Performance Improvement Program are to increase efficiency and productivity through improved performance, and to help all employees become more conscious of their job responsibilities and the results expected. The Program will also assist in identifying employees' strengths in their present jobs and point up ways to accelerate the individual's self-development. It will aid in recognizing employee contributions toward meeting Agency goals and will provide data through the Performance Review process which can be used for effective long-range career planning.

The Program will apply to all FAA employees at all levels of supervision and management. It involves joint supervision-employee development of Performance Standards in terms of "Key

Result Areas" and "Results Expected" when the work is satisfactorily performed. The development of performance standards will provide an excellent basis for employee-self-appraisal as well as appraisal by his supervisor. A greater understanding between an employee and his supervisor as to the results expected, can develop. The net results of this kind of understanding, based upon established standards, will be improved performance on the job.

AN FSS CAN COME IN HANDY

A routine IFR flight turned into a 5 minute nightmare for 4 naval personnel aboard V17116, R4D over London on September 9.

AT 0320Z V17116 requested the Tallahassee weather and ATCS William F. Huff obliged, but received no acknowledgment for the information. A couple of minutes later, "MAYDAY MAYDAY" was heard. Silence was maintained for more information, then on 121.5mc, "CORBIN TOWER, ONE ENGINE ON FIRE, THE OTHER RUNNING AWAY, REQUEST YOUR WIND". Essential field information was given by Mr. Huff and V17116 landed at 0328Z with one engine out and the other malfunctioning.

The aircraft was unable to taxi off the runway, so the field was closed until EMT Robert Gray and CAP officer, B. Campbell, provided towing service with Mr. Gray's car.

Several factors fell neatly into place to allow this emergency to end safely - the London Airport Management decided months ago to leave the runway lights on all night for the safety of some future pilot without time or facilities to request lights; the scattered cloud condition allowed the crew to sight the runway lights shortly after the emergency condition began; one crew member recalled the old Corbin, Kentucky VAR (Visual Aural Range, VHF) and thought there might be a CORBIN tower in the area and the common civil emergency frequency 121.5mc would expedite communications (no time to check charts, shift frequencies, or search for a suitable airport); and luckily, the airport was within range of the disabled aircraft.

The lone Flight Service Station and its associated airport facilities still are needed occasionally as a haven for IFR aircraft in distress.

TWO FAA EMPLOYEES RECEIVE AWARDS AT AOPA PLANTATION PARTY



L.to R. S.R. Timmerman, Najeeb Halaby, R. Hamit and C.P. Tompkin who was the first pilot served by Hamit on February.

Sterling R. Timmerman of the Watertown Flight Service Station received the National Association of Air Traffic Specialists Award for "Outstanding Flight Service Specialist of 1962." He was chosen on the basis of a flight assist during a blinding snow storm last March 31 in which he "talked-down" a pilot, Lt. Joseph Johnson. Mr. Timmerman has been at the Watertown Airport for three years. This was not his first award as he had received a high honor in 1960. Also in 1960, he was named "father of the year" for New York State on the basis of a letter written by his son, Rand.

Mr. Roger T. Hamit, Flight Service Station, Savannah, Georgia, received the Aircraft Owners and Pilots Association Award for outstanding service to general aviation by a Flight Service Station Specialist. On February 25, 1962, a solid overcast unexpectedly moved into the Savannah area trapping a number of VFR general aviation pilots on top of an unbroken cloud deck. Mr. Hamit was instrumental in helping many of these pilots to orient themselves, get below the overcast, and make safe landings.

Records show that Mr. Hamit played the key roll in rendering assistance to more than 20 pilots during the past year. A release from the AOPA stated, "The sustained and intelligent performance of Mr. Hamit is an outstanding example of service rendered by Flight Service Station personnel throughout the country, and we are proud to present him with the AOPA Meritorious Award for 1962."

NBAA CONVENTION

October 2, 3, and 4, 1962, the National Business Aircraft Association held their Annual National Convention at Pittsburgh, Pennsylvania. It is estimated that between 200 and 250 aircraft arrived at Allegheny County Airport to take part in this convention.

The NBAA activities conducted at Allegheny County Airport are shown in the following photographs.



A partial view of aircraft used in static displays.



Coordination being effected between the NBAA official, Airport Manager and the Tower Chief Specialist.



A weather briefing being conducted for pilots who will participate in the Demonstration Fly-By.

WE



Homer Linton

POINT



Dennis Clark

WITH



Paul Eubank

PRIDE

What's going on at Roanoke? Looks like the boys will be "old radar hands" even before radar service is officially implemented. For instance, on the night of September 8, 1962, a Cessna 182 contacted Roanoke FSS, reported he was having difficulty and requested assistance.

ATCS Homer Linton (FSS In-Flight) requested VOR cross bearings from the pilot and established the position of the Cessna as 30 miles southwest of Roanoke. The pilot proceeded toward Roanoke, and requested an IFR approach. Linton immediately informed the tower of the inbound. ATCS Paul Eubank (Approach Control) rogered for the information and turned to his radar equipment to see if he could locate the Cessna. Eubank although completely proficient, had not completed radar training. He located the Cessna approaching the VORTAC and monitored the flight inbound.

As the Cessna passed the VORTAC the pilot noted that his fuel was critically low and immediately declared an emergency to ATCS Linton, who passed this information to Eubank.

Eubank established two-way communications with the pilot who requested a radar approach. He explained to the pilot that although radar equipment was commissioned, he was in a training status and could only - with pilot understanding and concurrence - provide radar advisory service. The emergency would not wait for radar certification! The pilot needed radar assistance and needed it immediately.

Eubank went into action and furnished radar vectors. Descent clearance was issued and additional vectors provided to guide the aircraft on the final approach course. One and one-half miles southeast of the Cloverdale Radio Beacon, the pilot reported beneath all clouds and airport in sight. Moments later, safely on the ground, the pilot thanked all concerned for their assistance.

On October 4, a Navion enroute VFR from Roanoke to Spartansburg called Roanoke FSS declaring "Mayday! Mayday! getting

bad carburetor icing!... Both engines cutting out!" ATCS Dennis Clark (FSS In-Flight) replied requesting present position and offering assistance. The pilot believed he was in the vicinity of Hickory, N. C., altitude good, and requested assistance to return to Roanoke. Due to the critical icing condition, the pilot had difficulty maintaining proper aircraft altitude. As a result, two-way communication became sporadic. Clark broadcast "in the blind" for the pilot to apply full carburetor heat, and immediately alerted Roanoke Tower for possible radar assistance.

The Tower stopped all IFR traffic in the area and radar searched for the distressed Navion. ATCS Paul Eubank (Radar Arrival Control-Training) located an unidentified target 16 miles southwest and requested Clark to change the Navion over to Tower frequency for assistance. Clark relayed the message but the pilot was unable to comply. It was decided to relay all instructions through Clark. First the pilot was advised that although radar equipment was commissioned, Eubank was in a training status. Under these conditions, radar service could be provided only if the pilot requested. Pilot replied that he could use all the help he could get.

With this, Eubank vectored the pilot to runway 33, and instructed him to descend to 4200 feet, and to perform landing cockpit check. Ten miles out, Navion established on center-line runway 33. Headings and altitudes were suggested each mile on final. Four miles out, the pilot aborted approach, and made a climbing right turn to 3000 feet. The pilot, unable to reduce the landing speed, pulled up. Twice more the pilot attempted to land and broke off.

The aircraft lined up for the fourth time. One mile from the runway, the pilot started to break to the left. Eubank told him to correct to the right, and as the pilot corrected, he broke out of the overcast, sighted the field and "greased" it in. He landed safely.

Later the pilot proceeded to the IFR room and thanked Eubank profusely for his help.